

NOTICE OF MEETING

CABINET

Tuesday, 14th February, 2017, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE

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

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 21 below. New items of exempt business will be dealt with at Item 25 below).

4. DECLARATIONS OF INTEREST

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

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

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

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

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

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

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This agenda contains exempt items as set out at **Item 22: Exclusion of the Press and Public**. One representation has been received from a member of the public, objecting to any part of the meeting being held in private on the basis that council-tax payers should have full access to all aspects of the preferred bidder for the proposed Haringey Development Vehicle (item 23).

On considering this objection, the Cabinet should be satisfied that the material remains exempt from publication, for the reasons given below and in accordance with Schedule 12A of the Local Government Act 1972, and that

the public interest in maintaining the exemption outweighs the public interest in disclosing the exempt information.

This is the formal 5 clear day notice under the Regulations to confirm that it is the intention that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda including Agenda Item 23 which we have received representations on and which contains exempt information under paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972.

6. MINUTES (PAGES 1 - 18)

To confirm and sign the minutes of the meeting held on the 24th of January 2017 as a correct record.

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

Cabinet to consider the Scrutiny Review and Recommendations of the Housing and Regeneration Scrutiny Panel on the Governance Arrangements for the Haringey Development Vehicle Report. The Cabinet Member for Housing, Regeneration and Planning to provide Cabinet's response to the recommendations.

8. DEVELOPMENT VEHICLE - SCRUTINY REVIEW AND CABINET RESPONSE TO RECOMMENDATIONS (PAGES 19 - 68)

To note the Scrutiny Review recommendations and agree the Cabinet response to the recommendations set out in appendix 2.

9. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

10. APPROVAL OF PREFERRED BIDDER FOR THE HARINGEY DEVELOPMENT VEHICLE (PAGES 69 - 164)

[Report of the Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.] Following Cabinet's approval in November 2015 to proceed with an OJEU competitive dialogue process (which commenced in January 2016), to approve the recommendation for a preferred bidder with whom the Council will form the Haringey Development Vehicle as a joint venture, subject to further negotiation and a final decision to create the HDV later in 2017.

11. MEDIUM TERM FINANCIAL STRATEGY 2017/18-2021/22 (PAGES 165 - 360)

[Report of the Chief Operating Officer. To be introduced by the Cabinet member for Finance and Health. Following public consultation and Scrutiny review , to consider the final budget package for 2017/18 and later years, proposed council tax for 2017/18 and approval of HRA rents. The strategy will then go forward to Full Council on the 27th of February for adoption.

12. FEES AND CHARGES 2017-18 (PAGES 361 - 406)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Finance and Health. The Council's income policy requires an annual review of the level of the fees and charges levied on service users . This report considers the relevant factors affecting the review of fees and charges , identifies those services where an increase is being proposed and seeks approval to increase the fee or charge rate to those services where an increase is proposed in line with inflations. Members agreement will be sought where an alternative approach is proposed.

13. THE IMPLEMENTATION OF THE NATIONAL EARLY YEARS FUNDING FORMULA IN HARINGEY (PAGES 407 - 468)

[Report of the Assistant Director for Commissioning. To be introduced by the Cabinet Member for Children and Families] The report sets out the implications for Haringey of the implementation of the National Early Years Funding Formula for Haringey from April 2017.

14. BUDGET MONITORING 2016/17 QUARTER 3 (PAGES 469 - 488)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Finance and Health.] Quarterly monitoring report on forecast of spend against budget and consideration of any proposed budget virements.

15. GENERAL PRACTITIONERS SERVICES FRAMEWORK FOR PREVENTION SERVICES (PAGES 489 - 522)

[Report of the Director for Public Health. To be introduced by the Cabinet Member for Finance and Health.] Award of contract for prevention services delivered through the GP practices.

16. UPDATE OF STATEMENT OF COMMUNITY INVOLVEMENT (PAGES 523 - 600)

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.] The Council is required to have an up to date Statement of Community Involvement. Since the last update in 2011, there have been a number of legislative changes to the planning system which set out new requirements for local councils. This has

in turn required the update of Haringey's SCI. The report sets out the changes to the document and summarises the consultation responses to the 2015 consultation.

17. MINOR VARIATIONS TO LAND TRANSACTIONS AT TOTTENHAM HALE (PAGES 601 - 612)

[Report of the Director for Planning, Regeneration and Development. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.] This will be an update from previous Cabinet Report on changed boundaries of sites within the demise of the Strategic Development Partnership.

18. INSURANCE ARRANGEMENTS FOR LEASEHOLD (RTB) PROPERTIES (PAGES 613 - 618)

[Report of the Assistant Director for Corporate Governance. To be introduced by the Cabinet Member for Corporate Resources.] To seek approval to award the contract for Buildings Insurance for Leasehold (RTB) properties to successful tenderer.

19. MINUTES OF OTHER BODIES (PAGES 619 - 626)

To note the minutes of the following:

Cabinet Member signing on the 23rd of January 2017
Cabinet Member signing on the 24th of January 2017

20. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 627 - 638)

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

21. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

22. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services & Scrutiny Manager

Items 23, 24 and 25 allow for the consideration of exempt information in relation to items 10, 18 and 3 respectively.

RESOLVED:

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

23. APPROVAL OF PREFERRED BIDDER FOR THE HARINGEY DEVELOPMENT VEHICLE (PAGES 639 - 644)

As per item 10.

24. INSURANCE ARRANGEMENTS FOR LEASEHOLD (RTB) PROPERTIES (PAGES 645 - 646)

As per item 18.

25. CABINET EXEMPT MINUTES (PAGES 647 - 648)

To agree the exempt Cabinet minutes from the meeting held on the 24th January 2017.

26. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 2 above.

Ayshe Simsek, Principal Committee Co-ordinator
Tel – 020 8489 2929
Fax – 020 8881 5218
Email: ayshe.simsek@haringey.gov.uk

Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Published Monday 6th of February 2017

**MINUTES OF THE MEETING OF THE CABINET HELD ON
TUESDAY, 24TH JANUARY, 2017, 6.30pm**

PRESENT:

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

Also Present: Councillors: Waters, Mitchell, Newton, Hearn, Ibrahim, Connor.

151. FILMING AT MEETINGS

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

152. APOLOGIES

No apologies for absence were received.

153. URGENT BUSINESS

The Leader advised that Cabinet would consider the minutes of the Regulatory Committee which met on the 17th of January, after publication of the Cabinet papers, and considered items 8, 10 and 11 on the agenda. This was in accordance with Part three of the Council Constitution, section B, and paragraph D which required the Regulatory Committee to make informal recommendations to Cabinet on planning policy matters.

154. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

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

No representations were received.

156. MINUTES

The minutes of the Cabinet meeting held on the 13th of December 2016 were agreed as an accurate record of the meeting.

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

The Leader set out the how the Cabinet would consider the Scrutiny Review of Housing Viability completed by the Housing and Regeneration Scrutiny Panel in early 2016 .Councillor Wright, Chair of Overview and Scrutiny Committee would introduce the scrutiny review, followed by Councillor Doron who would then further provide feedback from the Regulatory Committee that had considered, the non executive recommendations concerned with planning development and Councillor Strickland would then continue to respond to the Cabinet Member for Planning assigned actions.

158. VIABILITY ASSESSMENTS - SCRUTINY REVIEW AND CABINET RESPONSE TO RECOMMENDATIONS

Councillor Wright, Chair of Overview and Scrutiny, introduced the scrutiny review which had been conducted in 2016 when Cllr Ayisi had chaired the Housing and Regeneration Scrutiny Panel. There had been a wide range of attendees at the evidence gathering sessions including: housing, and planning professionals/ organisations and developers, examining increasing the number of viability assessments that will allow higher numbers of affordable housing units to be included in a development and challenging developers to meet these planning obligations.

The Chair of Overview and Scrutiny spoke about the predicament of Councils having limited options to solely finance affordable housing and having to source the provision of affordable housing, via section 106 agreements, to meet London Plan requirements .However, at the same time needing to attract developers to invest in the development of housing which meant the development needed to provide a return to the developer. This created a policy tension, especially when the viability assessments calculated a lower ratio of affordable housing than required by the Planning authority or where there was no affordable housing assessed as viable to the developer.

There was London- wide concern that the development viability calculation was neither transparent nor fit for purpose for delivery of affordable homes, .There was a collective view of the need for a London wide protocol for housing viability.

The Mayor was keen to take forward London wide statutory planning guidance to increase the numbers of affordable homes and the Council was involved in a London wide borough Planning network to address these issues.

The scrutiny recommendations included: a request for a supplementary planning document, for future planning documents to reflect the principles of a London wide protocol being collated, called for viability assessments to be public documents, and requested that the Council adopt its own tighter arrangements on review mechanisms for viability as well as meeting future London arrangements.

Councillor Doron, Chair of Regulatory Committee, reported Regulatory Committee's comments on this scrutiny review. The Committee had approved the responses and commented on the Council's need to ensure robust mechanisms were in place to ensure planning obligations were complied with. A new staff member post, assigned to monitor the viability process, was welcomed as this would further help build

confidence in the planning system. The Committee also welcomed training for Planning Members to enable them to better discuss the issue of viability in planning meetings.

Councillor Strickland, Cabinet Member for Housing, Regeneration and Planning, further thanked the panel and spoke about the importance of viability which was a complex issue that the scrutiny report set out well. The Cabinet Member highlighted that the Planning service already works hard to tackle and challenge developers on viability and report reflects how to improve this further.

Most of the recommendations were accepted and some suggested actions were already being applied. The Cabinet Member mentioned the Planning service involvement in the London boroughs working group made up of senior officer across London and was pleased that officers are playing a lead on this London wide issue.

The Cabinet Member reported on the progress of the London SPG and a new proposed approach for increasing affordable housing whereby 35% or above inclusion of affordable housing, in a development, will qualify developers for lighter touch approach to the development arrangements.

RESOLVED:

1. To note the Scrutiny Review recommendations and Regulatory Committee comments outlined in appendix 1 and the tabled paper.
2. To agree the responses, to the recommendations, outlined in appendix 2.

Reasons for decision

The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**).

Alternative options considered

The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**). The Cabinet could choose not to accept the recommendations, despite endorsement by the Planning Service.

159. DEPUTATIONS/PETITIONS/QUESTIONS

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

160. WOOD GREEN AREA ACTION PLAN

The Cabinet Member for Economic Development, Social Inclusion and Sustainability introduced the report which requested review and approval of the "preferred option" Area Action Plan for Wood Green set out in appendix B. This would be the key planning document governing the regeneration of the Wood Green (including Haringey Heartlands) area, providing a statutory framework for the determination of all new development proposals within the area.

The Cabinet Member advised that the Wood Green AAP was being renewed to take forward economic opportunities offered by potential inclusion of Wood Green station in the Cross Rail route which would help make Wood Green the heart of North London. The AAP set out plans for: growing manufacturing in the area, expanding the town centre offer, providing an office based offer for more businesses and workplaces to locate to the borough, in turn creating more jobs town centre and including 8000 new homes.

Councillor Doron was invited to present Regulatory Committee comments on the AAP. Cabinet noted the following:

- Important to be ambitious with green space and take a good look at incorporating green buildings in plans and a sustainable drainage systems.
- Haringey felt to be lacking the sense of place.-Wood Green area action plan offers positive opportunity to address this issue.
- Concerning to hear the current trends of a declining retail offer in the Town Centre and welcomed scale of ambition.
- The current maps in the agenda pack were very small and officers would need to make sure these were accessible and seen by residents.
- Strong re- assurance needed for residents potentially involved in a decant process where demolition of homes is taken forward. Council need to provide this assurance strongly and clearly.
- How the potential loss of the supermarket is discussed in the documentation– some re-assurance on this to residence. Concerns on wording / language on Lordship Lane area investment, leading to concerns that this part of Wood Green is potentially ignored.
- Addressing issues on the traveller's site to gain maximum value for the Civic Centre site.
- Turnpike Lane has a strong identity for specialist Asian shops and it was suggested the AAP take this into consideration.

In response to questions from Councillor Newton, the following information was noted.

- 40% of affordable housing will be low rents.
- Important to look at how many nearby boroughs have pools and what can be reasonably be achieved. Funding limited – a zero sum- so Planning Committee and Cabinet would need to consider how this fits in with the priorities of the regeneration i.e. housing, employment or leisure space and also considering whether there is better access to open swimming offer
- Surprised if government looking at productivity as a zero sum , government likely to look at growing all infrastructures. The plan was about an economic heart in North London.
- Plan not solely reliant on Crossrail 2, the Piccadilly line upgrade also helps make the case for enhanced density levels.

Councillor Goldberg stressed the importance on consultation with tenants on housing in Wood Green, in particular Housing Association tenants affected by potential demolition and decant. It was important that the consultation focused on getting the views of residents on the kind of area that they want to live in. Housing Associations in Wood Green retail area had not expressed dissatisfaction with the initial proposals and the Council proposed moves with the accommodation. However the housing plans for Wood Green would be continue to be consulted upon.

RESOLVED

1. To consider the findings of the Wood Green AAP & Investment Framework consultation report, as set out in Appendix A.
2. To approve the “preferred option” Wood Green Area Action Plan (“AAP”) for statutory public consultation, as set out in Appendix B. The AAP sets out the following vision: *‘Wood Green will be north London’s most prosperous and liveable town centre. It will combine outstanding places for people to shop, socialise and create, with a wide range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey where people can come together, exchange ideas and create new services and products.’*
3. To note that the statutory preferred option proposes c7,700 net additional housing units, and 4,000 new jobs, together with improvements to the retail offer in the town centre, public realm improvements and associated community and social infrastructure thus unlocking the potential that the provision of Crossrail 2 brings to Wood Green. This is an increase of 3,400 units from the Site Allocations which is currently at Examination in Public, and expected to be adopted in 2017.

Reasons for decision

The AAP creates a positive, statutory, basis for determining planning applications within Wood Green and provides a means to unlock the further regeneration potential delivered by Crossrail 2. Once adopted, the AAP will:

- Safeguard Wood Green’s Metropolitan town centre status, by enabling an expansion of town centre floorspace, particularly for comparison retail uses, expanded and enhanced leisure uses, and the creation of an improved evening economy;
- Revitalise the centre by increasing demand for town centre uses through the creation of 4,000 new jobs and 7,700 new homes;
- Enable a range of new pieces of urban realm including the creation of a new town square on the site of a new Crossrail 2 station entrance, which will act as the centre point of a regenerated Wood Green;
- Enabling the use of Council-owned land to act as a catalyst for regeneration by creating a positive planning framework enabling regeneration in Wood Green;

- Establish enhanced north/south connections through the centre, enabling residents to have better access to services within the centre;
- Co-ordinating new infrastructure in the regenerated town centre, to support the area's increasing population;
- Establish a set of sound planning principles to guide investment within the area.

There are currently dependencies that are required to be resolved prior to the completion of the AAP document. These are summarised as:

Dependency	Implication
Lack of Crossrail decision regarding Seven Sisters- New Southgate spur (currently anticipated for Spring 2017)	<p>Critical to delivery of the AAP. The Council supports the creation of a new Central Wood Green station, and the current draft AAP has been drafted on the basis of this being TfL/DoT's final position.</p> <p>The AAP preferred option can come forward in advance of a decision, and can be used as an indication of the benefits that could flow from a positive decision.</p>

Alternative options considered

As set out in the Issues & Options Consultation Report, a number of "options" for the redevelopment of Wood Green were considered, and consulted upon. The Council has previously approved for submission a set of Site Allocations for Wood Green totalling approximately 4,300 net additional homes, which are at an advanced stage of preparation, and should be considered a baseline minimum for the quantum of development to be included in the AAP.

As set out in the consultation report, there is support for a high level of intervention, supporting co-ordinated and significant growth in Wood Green, when linked to a new Crossrail station.

161. COMMUNITY INFRASTRUCTURE LEVY [CIL]

The Cabinet Member for Housing, Regeneration and Planning introduced the report which set out: the findings of viability evidence and supported an increase in CIL rates in certain parts of the borough, namely Seven Sisters, St. Ann's, West Green, Bruce Grove, Tottenham Green, and Tottenham Hale wards, a proposed partial review of the CIL Charging Schedule to update Council's Regulation 123 List – [the list of infrastructure that the Council intends to spend CIL on] and proposals on how to manage CIL expenditure.

The Cabinet Member advised that the Planning service had started work on review of CIL rates in 2013 and at this time there was no evidence, in values, that more than £15 per square metre could be levied to developments in the Tottenham area.

However, in part, because of work on AAP in Tottenham, land values had increased and development in this area had become more valuable, meaning the Council could secure benefits for residents in the charging process of the CIL. In South East Tottenham this would mean increasing the charge to developers from £15 per square foot to £130 per square foot and reflected Tottenham's reputation change in the land market. The Cabinet Member referred to Table 4 which set out some initial modelling undertaken on existing site allocations, on which planning applications were anticipated in the period 2018-2026, which showed that with an increase in the CIL rate, if approved, following consultation, this could provide the Council with a potential £19m to spend on vital infrastructure projects such as school, parks, roads and health centres.

Councillor Doron advised that Regulatory Committee approved of the proposed new CIL rate for consultation. The Committee welcomed more money for infrastructure in the borough but were surprised at low CIL values included for North Tottenham. There had been discussion on CIL expenditure being restricted to infrastructure projects that drive growth and it was suggested there be a process for non Cabinet members to make recommendations for CIL expenditure. The cycling champion suggested consulting with local groups as they can also suggest ideas relating to transport infrastructure projects.

The Cabinet Member responded to the comments of Regulatory Committee and advised that the CIL rate for North Tottenham had been assessed by an independent advisor and outlined that there was still progress to be made on ensuring stakeholders such as Housing Associations see North Tottenham as an investment area. The Council would continue to monitor planning and development activity in North Tottenham, regularly, to capture benefits from regeneration for residents.

The Cabinet Member advised that Ward members could influence the local funding but he recognised this only involved a minority of the funding, 15 to 20 %, and if their ward was in the plan area. Non Cabinet members could help shape the priorities and, during the consultation on the CIL, would be able to put forward ideas.

Councillor Strickland further agreed to speak with Councillor Mallett on opportunities for local engagement.

In response to a question from Councillor Newton, the 5% allocation of CIL receipts to admin costs was set by statute so all Councils were required to allocate this percentage of income, from the CIL, to fund administration and monitoring of the governance processes.

Spend on CIL was included in the Annual Monitoring report which is considered by both Regulatory Committee and Cabinet.

RESOLVED

1. To approve publication of the revised CIL Charging Schedule (the Preliminary Draft Charging Schedule) and Regulation 123 List as set out at Appendix A for public consultation, in accordance with the CIL Regulations.

2. To approve publication of the proposal for the governance of CIL expenditure (as detailed in paragraphs 6.22 – 6.43) for public consultation.

Reasons for decision

Amending the CIL charging schedule will increase the scope of CIL receipts from new development to fund strategic infrastructure improvements in the borough.

Governance arrangements are required to ensure CIL expenditure is appropriately managed and the processes for allocating both the strategic and neighbourhood proportions of CIL are made clear.

Alternative options considered

The Council has been charging CIL on qualifying developments since 1st November 2014. This includes a significant differential in rates between the west and centre of the borough (£265/m² & £165/m²), and the east of the borough (£15/m²). An alternative is to do nothing, and keep the rates as they are, however, evidence suggests that the majority of the eastern area can support a higher CIL rate. It is considered appropriate that a higher CIL rate is proposed for this area, to create additional funding for strategic infrastructure in the borough to support the growth planned.

In respect of the governance of CIL expenditure, there are a range of options for how the neighbourhood proportion of CIL could be allocated. These options were explored in the 'Scrutiny in a Day' exercise that was undertaken by Overview & Scrutiny that resulted recommendations to advance the proposal put forward in this report.

With regard to the strategic proportion of CIL, the only reasonable alternative was to have a bidding process for the use of CIL monies. However, this option was dismissed in favour of using established processes.

162. NORTH TOTTENHAM DECENTRALISED ENERGY NETWORK

The Cabinet Member for Economic Development, Social Inclusion and Sustainability introduced the report which set the proposal to establish a District Energy Network (DEN) for the North Tottenham area to support regeneration in Tottenham.

The report was the culmination of work by the Council over the last 8 years to establish a municipal energy company to challenge energy distribution in the markets, provide residents with affordable electricity and heat whilst keeping to low carbon requirements. The Spurs development has enabled this business case to be taken forward. The stadium would draw power and heat for local delivery to Northumberland Park and High Road West

The Cabinet Member highlighted this exciting opportunity which was not without dependencies and sensitivities linked to the regeneration programme proposed for North Tottenham. The DEN Project would need to achieve the overall objectives and parameters set out in the Business Case and report. Securing external funding

towards the project, such as from the Heat Networks Investment Programme run by the Department of Business, Energy and Industrial Strategy would underwrite some of the development of the project and the investment profile for the Council

RESOLVED

1. To consider the Business Case attached as Appendix 1 in the open report and Appendix 2 in the exempt report setting out the preferred delivery approach for the North Tottenham DEN and demonstrating project viability.
2. To establish a District Energy Network for the North Tottenham area, subject to recommendations 3) and 4) below.
3. That Option 2 as set out in paragraphs 6.25 to 6.31 and 6.60 to 6.64 of this report (the 100% Council Owned Special Purpose Vehicle) is the most appropriate delivery structure and gives delegated authority to the Director of Regeneration, Planning and Development in conjunction with the Council's s151 officer after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to refine and finalise the delivery structure. The final structure and design of the SPV will be reported back to Cabinet for approval.
4. To give delegated authority to the Director of Regeneration, Planning and Development in conjunction with the Council's 151 officer, after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to agree amendments to the Business Case (and the supporting technical and financial models) that may be required, insofar as the overall objectives and parameters of the Business Case can still be achieved (as set out in section 6.18). This will ensure that the project can alter based on key dependencies and sensitivities changing, and that all agreements (including pricing structure) can be put in place to ensure that the business case can be delivered. Any substantial changes in the business case will be reported back to Cabinet for approval. The business case prior to Financial Close including supporting agreements will be reported back to Cabinet for approval.
5. To facilitate the development of the Business Case including financial model give Delegated Authority to the Director of Regeneration, Planning and Development in conjunction with the Council's s151 officer after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to progress the project and agree all documentation required to enter into agreements with customers for the supply of heat and electricity and funding agreements to reach financial close. This will be a commercially viable rate for both parties, and address future energy pricing mechanisms and regulation frameworks.
6. To the commencement of a procurement process to procure contractor/s to design, construct, operate and maintain the DEN infrastructure, as well as perform billing and metering of customers.

7. To give Delegated Authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to agree all documentation required to support the procurement process subject to funding approval at Council in February 2017.
8. To give Delegated Authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to deselect bidders, in line with the evaluation criteria, throughout the procurement process and to return to Cabinet for approval of the preferred bidder following the conclusion of the procurement process
9. To agree a capital budget for investment in the SPV.
10. To agree a capital budget of up to £1.6m to set up the Special Purpose Vehicle and support the process up to establishment, including procurement costs. This would be funded by the Council and grant allocated from GLA and Central Government to support project development.

Reasons for decision

The Council has set out in its Corporate Plan and associated strategies, a set of challenging social, economic and regeneration objectives. It also has challenging economic and housing growth targets from the London Plan.

The Council set out its commitment to reducing carbon emissions and managing the impact of growth across the borough in the Corporate Plan Priority 4, Objective 4, and stated aspiration to be a carbon neutral borough by 2050.

The borough-wide Energy Masterplan, undertaken previously by WSP | Parsons Brinckerhoff, identified North Tottenham, along with Tottenham Hale and Wood Green as initial opportunity areas for area-wide District Energy Networks and recommended the Council continue to sponsor development of each network.

This project will support the delivery of growth in North Tottenham, through the installation and operation of this planning policy requirement.

The development and expansion of a DEN in the North Tottenham area is a core contribution to Corporate Plan Priority 4.

In 2015, the Council commissioned Deloitte to examine the case for a North Tottenham DEN to deliver carbon reduction and manage the impact of new housing and economic growth. The detailed work to assess the strategic case, techno-economic assessment, commercial options, monetary and non monetary analysis, and management case is included in the Business Case at Appendix 1 and considered in detail below.

The option recommended is that the Council should establish a 100% Council Owned Special Purpose Vehicle (SPV) and seek through a procurement process, private sector contractor/s to deliver the design, build and operation of the DEN. This SPV does not preclude private-sector investment and the possibility of minority stake interest by a private entity. This will be investigated as part of a soft market testing exercise through the procurement process as highlighted in sections 6.65 to 6.68.

The 100% Council Owned model provides the greatest strategic control and flexibility to the Council including:

- Reducing risk to ensure that delivery of the DEN development is aligned to the speed and scale of the High Road West regeneration and Northumberland Park regeneration programmes, as well as the THFC redevelopment in North Tottenham
- Delivering wider social benefits such as setting energy tariffs for residents, setting up a local company to support local apprentices and skills development, and reinvesting local spend on energy on service delivery and other improvements in the borough
- Network expansion and evolution (for example to support future regeneration in Tottenham and measures to reduce resident exposure to high and volatile fossil fuel prices),
- Allows the Council to have the freedom to develop an energy mutual company with the community, whereby share options could be sold to the community of Haringey. This would increase community buy-in, raise capital, and for community to shape the strategic direction of the SPV
- It maximises exit options and gains
- the potential to deliver the greatest contribution to the Council's revenue budget as the Council would benefit from 100% of the distributable profit from the entity, and also maximise the interest received on loans to the SPV

The Council accepts a degree of risk in that it will commit investment to the vehicle. It will bear the costs of the procurement and establishment of the SPV, and some limited development risk. However, the SPV will contribute to the ambition set out in the Corporate Plan for carbon reduction and support growth and higher design standards in new housing. The Council will also receive a financial return that it can reinvest in the fulfilment of its statutory functions, and particularly in measures to achieve such socio-economic objectives.

The Council has reviewed the delivery of District Energy Networks across the UK and within Europe. The 100% publically owned model is the most common approach and is seen in developments in places such as the London Borough of Islington, and cities of Nottingham, Gateshead, Aberdeen, Westminster and Manchester.

Alternative options considered

The potential alternative options are considered in detail in the business case attached as Appendix 1, and covered in section **Error! Reference source not found.**6 of the report.

163. LEASING OF WOLVES LANE HORTICULTURAL CENTRE

The Cabinet Member for Environment introduced the report which set out the results of the expression of interest process, instigated by Cabinet in May 2016 for development of the site and now sought agreement for the leasing of the Wolves Lane Horticultural Centre, to a successful bid from OrganicLea, for a term of 25 years based on the Heads of Terms set out in appendix 2.

The recommendations allowed the site to be retained as a community asset and to offer a new source of organically grown vegetables for supply into the local community. Residents would still be able to volunteer at the centre and would have the opportunity to learn new skills and enjoy working alongside their neighbours and other members of the community. The Cabinet Member was pleased to see the commitment of OrganicLea to work with the other bidders to explore how key elements of their bids can be incorporated to make the new offer at Wolves Lane.

Whilst current activities cease, it was expected OrganicLea would take possession of the site on the 1st of April and commence food growing. This was a secure future for the site, over the next 25 years but it just the beginning of the process with Ward Councillors and community Friends Group expected to be fully involved.

Councillor Waters, spoke on behalf of the Friends of Wolves Lane Group, who were disappointed not to have been successful in their local bid but welcomed working with OrganicLea. They had some concerns about the timing of the possession of the site, from 1st of April, and sought assurance from Council that they could begin discussions with OrangicLea on the 1st of Feb to ensure handover issues, such as relocation of the animals was resolved.

There was concern that OrganicLea would not make use the Palm House and classrooms and commitment was being sought in respect of this.

In response to concerns, Cabinet noted the following:

- OrganicLea had committed to move their, Vegetable box distribution centre from Hornsey to Wolves Lane in early April.
- Officers had met with OrganicLea and they had given commitment to engaging and working with the Friends group
- The Cabinet Member had the understanding that there were plans to use Palm House and this was to be maintained, as is, and there was to be discussion with wider partners on making use of this area. The Cabinet Member was more than happy contact the Friends Group and get a date in the diary to discuss this further but OrganicLea had given assurances of their work with the group.

In response to Councillor Newton's questions, the Cabinet Member re – iterated that the Council were fully committed to supporting the Friends Group start their discussions with OrganicLea. Ward Councillors had been involved at all stages.

Agreed that the Assistant Director for Commercial Operations would provide Councillor Newton, in writing, the cost of staff redundancies.

The Leader thanked officers and the Cabinet Member for the significant progress made, since last year, to provide a stronger future for Wolves Lane. OrganicLea working with the Friends Group could provide a great facility and make further use of a well loved and well used centre. The Cabinet acknowledged that there were still some conversations to be had but this was the start of a new process which was setting off on the right footing.

RESOLVED

To grant a lease of the property known as Wolves Lane Horticultural Centre to OrganicLea, for a term of 25 years based on the Heads of Terms set out in Appendix 2 and that delegated authority is given to the Assistant Director of Property and Capital Projects to agree the rent beyond the initial five year total rent of £19,300.

Reasons for decision

Based on the evaluation process that all three bids were subjected to, Organic Lea's bid scored highest on its contribution to the Council's Corporate Plan.

Whilst the bids from FoWL and Greens and Glass proposed a greater level of rental income to the Council both are brand new organisations with no financial history. OrganicLea have a proven track record in delivering schemes similar to those they are proposing for WLHC and have a robust financial history. They also stated that they are willing to take on the site 'as is' with no ongoing liability to the Council.

Alternative options considered

Cabinet's decision in May 2016 to cease provision of services at WLHC rules out the option of continuing as now.

The option to recommend offering a lease to a consortium consisting of all three bidders was explored and whilst there were synergies between bidders there were also some significant points of difference. Based on the feedback from the bidders this option was rejected as it was not supported by all the bidders and would require a greater level of ongoing support from the Council.

164. THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS

The Cabinet Member for Corporate Resources introduced the report which set out the procurement process undertaken, via the Insurance London Consortium (ILC), to appoint a provider for Property Insurance Services (Housing Stock, Education and General Properties); Terrorism Insurance Services (Housing Stock, Education, General and Commercial Properties); and Liability Insurance Services with effect from 1 April 2017, for a period of three years with the option to extend for two further periods of one year each.

In response to a question from Councillor Newton, the contract figure could not be included in the public part of the report as, although the tender exercise was managed as a single process by the ILC, all eight ILC members needed to obtain approval from their respective authorities to award their individual contracts. This is in accordance with the ILC's formal operating agreement, which was approved by Cabinet. Premium costs across ILC members vary depending on claims experience and insured costs. Until authority has been obtained from all ILC members, contract details and premium costs are kept confidential until the successful tenderer has been notified and the statutory standstill period has expired. It was anticipated that all ILC members will have obtained authority to award contracts by 31 January 2017. Details of premium costs paid will form part of the Council's routine reporting processes as part of the Transparency Code requirements.

RESOLVED

To approve the award of contracts for the provision of the Insurance Services via the ILC, effective from 1 April 2017, for a period of three years with the option to extend for two further periods of one year each to the following providers: Property Insurance Services (Lot 1) and Liability Insurance Services (Lot 3) to Protector Insurance Limited; and Terrorism Insurance Services (Lot 2) to Charles Taylor Services Limited.

Reasons for decision

The current insurance contracts commenced on 1 April 2014 and were based on a three year agreement with an option to extend by a further two years. The initial three year period will end on 31 March 2017; ILC have decided not to take up the option to extend the contracts and instead to test the market and retender. It is necessary to ensure that the new contracts are in place from 1 April 2017, to avoid any gap in insurance cover for the Council.

Alternative options considered

Purchasing stand-alone cover for the Council, using agreed procurement processes. This was not considered appropriate because:

- Haringey Council's membership of the ILC has enabled it to benefit from significant economies of scale in procuring policies for a number of local authorities; these economies of scale would not be available if the Council were to opt for a single authority procurement route;
- Membership of the ILC has also allowed the Council to share best practice on insurance and risk management practices, which would not be available on a stand alone basis; and
- The insurance market for local authority risks has historically had a limited number of competitors. Procuring through the ILC has previously increased the number of providers willing to respond and resulted in reduced policy rates.

165. COMMUNITY SEXUAL HEALTH SERVICES - REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRACEPTION

The Cabinet Member for Finance and Health introduced the report which sought agreement from Cabinet to award a contract to Central and North West London NHS Foundation Trust (referred to as CNWL from now onwards) to provide a community sexual health service focussing on young people's sexual and reproductive health, including the provision of health promotion, testing and treatment for sexually transmitted infections (STIs) and access to contraception. The model will also provide open access to long acting reversible contraception (LARC) methods for women over 25.

RESOLVED

To award, in accordance with Contract Standing Order (CSO) 9.07.1(d), a contract for a community sexual health service focusing on young people's sexual and reproductive health to Central and North West London NHS Foundation Trust for a period of three years with options to extend for 2 further periods of 1 year at a maximum annual value of £1,046,939 for the first year and £1m for the consecutive years.

Reasons for decision

From 1 April 2013, local authorities were mandated to ensure that comprehensive, open access, confidential sexual health services were available to all people in their area (whether resident in that area or not). The London Sexual Health Transformation Programme is a partnership between 29 London boroughs with the purpose of creating a collaborative approach to commissioning sexual health services. As part of this Haringey has joined neighbouring boroughs Barnet, Camden, City of London, Haringey, Hackney, Enfield and Islington to commission the North Central London (NCL) sub-regional sexual health service, due to be implemented in April 2017. As part of this new approach, Haringey will not be providing complex sexual health services within the borough and instead is proposing to offer community based sexual health services to complement the NCL sub-regional provision.

In September 2016 the Council undertook a full procurement exercise for this service, inviting bids through the open market. As a result of the procurement exercise, which has been carried out in accordance with the Council's Contract Standing Orders and the Procurement Code of Practice, we will award the contract to the successful tenderer as outlined in paragraph 3.1 in accordance with CSO 9.07.1(d).

Alternative options considered

The Public Health team explored providing this sexual and reproductive service through the NCL sub-regional tender process. However, it was decided that as the NCL service would be based on a full clinical tariff and located outside of the borough, this option would not be financially viable nor meet the needs of the target groups, who prefer to access services locally. Instead it was deemed more suitable to embed the service alongside the existing youth, primary care and community providers in Haringey. This ensures a seamless pathway and collaborative approach towards women and young people's wellbeing in the borough.

166. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following meetings:

- Cabinet Member Signing on 12th December 2016
- Cabinet Member Signing on 13th December 2016
- Cabinet Member Signing on 10th January 2017

167. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated actions taken by directors in December 2016.

168. NEW ITEMS OF URGENT BUSINESS

There were no new items of business to consider.

169. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

170. NORTH TOTTENHAM DECENTRALISED ENERGY NETWORK

As per item 162.

171. LEASING OF WOLVES LANE HORTICULTURAL CENTRE

As per item 163.

172. COUNCIL CORPORATE INSURANCE ARRANGEMENTS

As per recommendation 164.

**173. COMMUNITY SEXUAL HEALTH SERVICES - REPRODUCTIVE HEALTH SERVICE
- YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRACEPTION**

As per item 165.

174. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

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Report for: Cabinet 14th February 2017

Item number: 8

Title: **Governance Arrangements for the Haringey Development Vehicle**
Report by the Housing and Regeneration Scrutiny Panel and response to recommendations

Report authorised by : Lyn Garner, Strategic Director of Regeneration, Planning & Development

Lead Officer: Dan Hawthorn

Ward(s) affected: All

Report for Key/ Non Key
Non Key Decision:

1. Describe the issue under consideration

- 1.1 The report sets out the proposed Cabinet response to the recommendations of the Overview and Scrutiny Panel on the Governance Arrangements of the Haringey Development Vehicle as proposed by Housing and Regeneration Scrutiny Panel (attached as Appendix 1).

2. Cabinet Member Introduction from the Leader of the Council

- 2.1 The proposals for the Haringey Development Vehicle are a key element of our plans to deliver the growth in homes and jobs on which Haringey residents, and the future stability of the Council, depend. I welcome the Panel's consideration of governance and related issues, which come a useful time as the proposals for the vehicle emerge. However, I am absolutely clear that there is no justification for delaying the Council's decision-making in respect of the vehicle, given the detailed work done so far and the unacceptable delay this would cause in delivering much-needed growth.

3. Recommendations

- 3.1 To consider the Overview and Scrutiny Report on Governance arrangements for Haringey Development Vehicle (attached as Appendix 1).
- 3.2 To agree the responses to the Overview and Scrutiny report recommendations (attached as Appendix 2).

4. Reasons for decision

- 4.1 On 17 January 2017, Overview and Scrutiny Committee approved the report of the Housing and Regeneration Scrutiny Panel (HRSP) on the governance

arrangements for the proposed Haringey Development Vehicle (HDV), a joint venture between the Council and a private partner to support local housing and regeneration ambitions.

- 4.2 In developing its report, the HRSP held a number of evidence gathering sessions and taken evidence from local stakeholders including council officers, community group representatives, other local authorities, Investment Partners in other joint ventures and expert independent opinion via the Chartered Institute of Housing. The HRSP then made a number of recommendations.

5. Alternative options considered

- 5.1 As set out in the HRSP's report, in view of the Panel's objection to the HDV it could have chosen not to make any recommendations about the governance arrangements for the HDV. If it was not to make any recommendations however, the Panel felt it may miss the opportunity to influence ongoing procurement discussions with the preferred bidder and so decided to make recommendations.

6. Background information

- 6.1 On 10 November 2015, Cabinet approved the business case for establishing the 'Haringey Development Vehicle' (HDV), a proposed joint venture between the Council and a private partner to drive the development of housing and employment space, and wider regeneration, on Council-owned land. In January 2016, the Council commenced a procurement process to select its private partner. The Council is scheduled to select its preferred bidder in February 2017, and conclude the necessary legal agreements – and establish the HDV – in summer 2017.
- 6.2 The agreements between the Council and its partner will determine, among other things, the governance arrangements for the HDV. These have been the subject of negotiation with bidders during the Competitive Dialogue process, and will be finalised following the selection of the preferred bidder and ahead of the HDV's establishment. At the same time, the Council will need to make its own internal arrangements for appointing its representatives to the HDV Board and managing its relationship with the HDV.
- 6.3 Under its agreed terms of reference, the Housing & Regeneration Scrutiny Panel (HRSP) can assist the Council in developing or updating local policies to improve local service provision. In this context, and to align with the timing of the process described above, the HRSP produced a report on the governance arrangements for the proposed Haringey Development Vehicle (HDV). The Overview and Scrutiny Committee agreed the HRSP report at its meeting on 17 January 2017.

7. Contribution to strategic outcomes

- 7.1 The recommendations and responses made will contribute to the establishment and operation of the HDV, which is a critical tool in the delivery of Priority 4 ("Drive growth and employment from which everyone can benefit") and Priority

5 (“Create homes and communities where people choose to live and are able to thrive”) of the Corporate Plan.

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

Finance

8.1 Where recommendations have been accepted or partially accepted, the relevant financial implications have been set out below.

- Recommendation 2b. There is no additional cost related to this recommendation as a risk analysis would have been undertaken in any case.
- Recommendation 5. There are no new cost implications for the part of the recommendation that are agreed.
- Recommendation 6. There are no additional cost implications related to agreeing this recommendation as KPI's would have been expected to be developed in any case.
- Recommendation 7. The cost of external advice will need to be built into future budgets as required and an estimate of the required level of advice will form part of the annual budget-setting process which would include the budget for the audit function.
- Recommendation 8. Recent restructures within the Council have been designed to address this issue, however the need will evolve over time and budgets will need to be revised as necessary.
- Recommendation 9. There are no additional cost implications related to this recommendation.
- Recommendation 10. It is expected that any Member enquiry process will be a cost to the HDV and hence would have no direct impact on Council budgets.
- Recommendation 11. There are existing posts within the Council structure that are involved in community engagement and the HDV would be expected to increase the resource available here. If there is a need for additional resources within the Council to support the consultation process then additional budget would need to be agreed by Cabinet.
- Recommendation 13. It would be expected that this work will take place as part of the ongoing financial planning of the Council and hence be resourced from existing budgets, although at this point it would be expected that the viability of the HRA would be improved by the HDV drawing down HRA land.

8.2 If the HDV was to be halted at this point, the Council would need to consider the financial impact of a number of issues. These would include increased costs whilst the procurement is frozen to retain consultant resources for an indefinite period and the risk that these resources would not be available at a later date if work to achieve financial close was restarted. There would also be the risk of legal challenge from bidders, with associated additional costs in robustly defending the Councils position. Additionally, if the procurement did not complete in a timely manner, it would most likely undermine market confidence in the Council and potentially undermine both ongoing and future procurement

exercises. This would mean that the Council would be less likely to be able to achieve the best financial outcomes across a wide range of service areas.

- 8.3 A decision not to proceed with the HDV would mean that the Council would need to identify other ways to generate the income expected from the HDV both in terms of share of profits and expected growth in the Council Tax and Business Rates base. If such income could not be identified then there would need to be significant levels of additional savings found in order to balance the Council's budgets in future years.

Procurement

- 8.4 The procurement team has been closely involved throughout the procurement process in selecting a private sector partner with which to form the proposed Haringey Development Vehicle. While the recommendation to halt the procurement process is not supported in the draft response, the Council does have the right to amend the procurement timetable or halt the process if it chooses. The Head of Procurement would however recommend that any amendments to governance arrangements within the HDV Members' Agreement can be agreed during preferred bidder stage. These are refinements that typically take place during this stage of the process and therefore 'halting' the process would appear to be excessive and disproportionate.

Legal

- 8.5 The HDV will be a Limited Liability Partnership created pursuant to the Partnership Act 2000. The governance arrangements relating to the HDV will be set out in the Members Agreement, the governing instrument dealing with the relationship between the members and setting out the decision making process including (inter alia) the composition of the HDV Board, decisions that can be taken by the HDV Board and those that can be taken by the Members, and how conflicts would be resolved. That document has been the subject of the dialogue with each bidder during the Competitive Dialogue process. Dialogue is now closed and final tender submissions have been made by each of the bidders.
- 8.6 Under Regulation 30 of the Public Contracts Regulations 2015 any further negotiations between the Council and the preferred bidder must not have the effect of materially modifying the essential aspects of the procurement (including the needs and requirements set out in the contract notice or the descriptive document) and does not risk distorting competition or causing discrimination. So any proposal that would have such an effect on the Members Agreement or any other legal agreements relating to the HDV would be in breach of these Regulations and must therefore be avoided.
- 8.7 The responses set out in Appendix 2 do not on the face of it contain any proposal that would constitute a breach of Regulation 30.

Equality

- 8.8 An Equalities Impact Assessment was carried out for the purposes of the decision by Cabinet to establish the vehicle in November 2015. There are no

further Equalities implications arising from the scrutiny recommendations or the draft response.

9. Use of Appendices

Appendix 1: Interim Report Governance Arrangements for Haringey Development Vehicle

Appendix 2: Response to recommendations

10. Local Government (Access to Information) Act 1985

- 10.1 Draft minutes of the Overview & Scrutiny Committee meeting held on 17 January 2017 can be found on the Council website at:

[http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=128&MId=7968
&Ver=4](http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=128&MId=7968&Ver=4)

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Committee Overview & Scrutiny Committee

Date: 17th January 2017

Title: Interim Report Governance Arrangements for Haringey Development Vehicle

Report authorised by: Cllr Emine Ibrahim, Chair of Housing & Regeneration Scrutiny Panel

Lead Officer: Martin Bradford, Policy Officer Tel: 020 8489 6950, email martin.bradford@haringey.gov.uk

Ward(s) affected: ALL

Report for Key/

Non Key Decision: N/A

Recommendation 1

A balance has to be found in any venture involving public bodies such as the council, including not only decisions of the Cabinet but also the scrutiny function, with a responsibility to the public to be thorough and prudent. On the one hand there are opportunities and strengths within the HDV proposal and on the other there are risks and weaknesses. From what the panel has learnt through the work of this review, it is clear that very significant risks with the proposed HDV remain. What the Council, and by extension its tenants and residents, gain from the proposed HDV is far less clear than what it and they stand to lose. That is the picture that has emerged from the evidence that we have seen and heard during this review, and also from the inferences that have had to be drawn from the information that simply wasn't available.

In terms of governance, there are a very significant set of issues, including:

- 1) A fundamental democratic deficit inherent in any such proposed structure and one of such size and scale;
- 2) There needs to be further clarity on the role of officers joining a board and the role of councillors;
- 3) A lack of transparency with regard to meeting structures, particularly in relation to rights of attendance at HDV meetings, and whether reports and minutes would be publicly available;
- 4) The absence of any sufficient contingency plans to mitigate the risks of a scheme of such size and scale;
- 5) What, if any, role the Secretary of State for Communities & Local Government has, or ought to have, in authorising a scheme of such size and scale.

On the basis that at present there are no governance arrangements that adequately mitigate the risks of this scheme, the panel has no other option than to recommend that the HDV plans are halted and that further scrutiny work should be undertaken.

1. Describe the issue under consideration

- 1.1 Under its agreed terms of reference, the Housing & Regeneration Scrutiny Panel (HRSP) can assist the Council in developing or updating local policies to improve local service provision. In this context, the HRSP has produced a report on the governance arrangements for the proposed Haringey Development Vehicle (HDV); a joint venture between the Council and the private sector to support local housing and regeneration ambitions.
- 1.2 In developing this report, the HRSP has held a number of evidence gathering sessions and taken evidence from local stakeholders including council officers and community group representatives. This process also included a range of external contributors such as other local authorities, Investment Partners in other joint ventures and expert independent opinion via the Chartered Institute of Housing.
- 1.3 On the basis of the evidence received, the panel believe that there are unacceptably high risks associated with the Haringey Development Vehicle (section 6.3) and that governance arrangements cannot be set to adequately protect the Council, its residents or local service users. In this context, the panel cannot at this stage support the establishment of the Haringey Development Vehicle.
- 1.4 Notwithstanding this finding and in recognition that the procurement dialogue to secure an Investment Partner for the HDV is ongoing, the panel have produced a report with recommendations to guide and inform governance arrangements, should the HDV be authorised in the summer of 2017 as planned. The panel wish to make it very clear however, that this report and the recommendations within it, *should not be* taken as tacit support for the establishment of the Haringey Development Vehicle.

2. Cabinet Member Introduction

- 2.1 N/A

3. Recommendations

- 3.1 It is recommended that the Overview & Scrutiny Committee:
 - Note this report; and
 - Agree the recommendations as set out in section 7;
 - Agree that the report and recommendations are considered by Cabinet in February 2017.

4. Alternative options considered

- 4.1 In view of the HRSPs current objection to the HDV, it could choose not to make any recommendations to support the governance arrangements for the HDV. If it was not to make any recommendations however, it may miss the opportunity to influence ongoing procurement discussions with the preferred bidder.

5. Background Information

Introduction

- 5.1 In November 2015, Cabinet approved the business case and procurement process for the establishment of a Local Asset Backed Vehicle (LABV), a new private entity to assist the council in its housing and economic regeneration objectives. The LABV would be a joint venture (50/50 partnership) between the Council and an Investment Partner (IP) in which council owned sites would be developed with the assistance of matched equity funding from the IP.
- 5.2 The Council is currently in a procurement process with three shortlisted IPs¹ under the Official Journal of the European Union (OJEU) Competitive Dialogue process. It is expected that the preferred bidder for the Haringey Development Vehicle (HDV) will be confirmed by Cabinet in February 2017. Final negotiations will then take place with the preferred bidder with the final decision to authorise the HDV being taken by Cabinet in the summer of 2017.
- 5.3 If approved by Cabinet, the establishment of the HDV will represent a new departure for the Council, and will require the council to develop new governance arrangements to underpin its relationship with this private entity. Such governance arrangements will be critical to ensure that the operation of the HDV is transparent and accountable and operates in the interest of the council and the residents it serves.
- 5.4 As part of its work programme for 2016/17, the Housing & Regeneration Scrutiny Panel agreed to contribute to this process by conducting a policy development exercise on governance arrangements for the HDV. This report relates the aims and objectives of the panel, the work it has carried out and the conclusions and recommendations it has reached.

Aims and Objectives

- 5.5 The agreed aims for this policy development exercise was to assess and review models of governance for LABVs and to identify best practice to guide and inform local arrangements for the HDV.
- 5.6 Within this overarching aim the panel agreed to focus on the following areas of governance to help frame its investigation:
- The division of decision-making and delivery responsibilities between the HDV Board and the two members (Council and private partner);
 - Representation on the HDV Board and arrangements for decision-making in the event of a conflict of interest, deadlock or wind-up of the HDV;
 - Process for approving and monitoring business plans and other key decisions;
 - Relationship of HDV with existing council bodies, such as scrutiny committee, corporate committee and audit;
 - Relationship of HDV with local stakeholders including Councillors and other community representatives.

Methods

- 5.7 Further to the aims listed above the panel followed two key lines of enquiry:

¹ The shortlisted bidders are (i) Lendlease (ii) Morgan Sindall with Clarion Group (iii) Pinnacle with Starwood Capital and Catalyst

- To establish local policy and practice: what are the key principles and proposed functions of the HDV?
- To identify comparative policy and practice: what governance arrangements are in place for LABVs in other authorities and how can they inform local arrangements?

5.8 The panel held four evidence gathering sessions at which it received evidence from local stakeholders as well as external contributors. In addition, the panel also undertook a site visit to another local authority. A summary of all the contributors to the review process are presented below. Given the commercial sensitivity of data collection with other LABVs, these have not been identified.

Date (format)	Contributors
September 6 th 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ AD Regeneration (LB Haringey), HDV Project Advisor (LB Haringey), Head of Procurement (LB Haringey), ▪ Principal Lawyer Property, Planning and Regeneration (LB Haringey).
November 6 th 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ AD Regeneration (LB Haringey), HDV Project Advisor (LB Haringey), Head of Audit & Risk (LB Haringey), ▪ LABV 1 (West Midlands): Director of Development Vehicle
November 21 st 2016 (Site visit)	<ul style="list-style-type: none"> ▪ LABV 2 (South East) Cabinet Member Regeneration and Head of Commercial Property and Regeneration
November 22 nd 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ Our Tottenham ▪ AD Regeneration (LB Haringey).
November 29 th 2016 (Evidence gathering)	<ul style="list-style-type: none"> ▪ Chartered Institute of Housing, Managing Director ▪ LABV 3 (NE England): AH of Law & Governance, Chief Operating Officer for Economy and Place, Partnerships Director of Investment Partner.

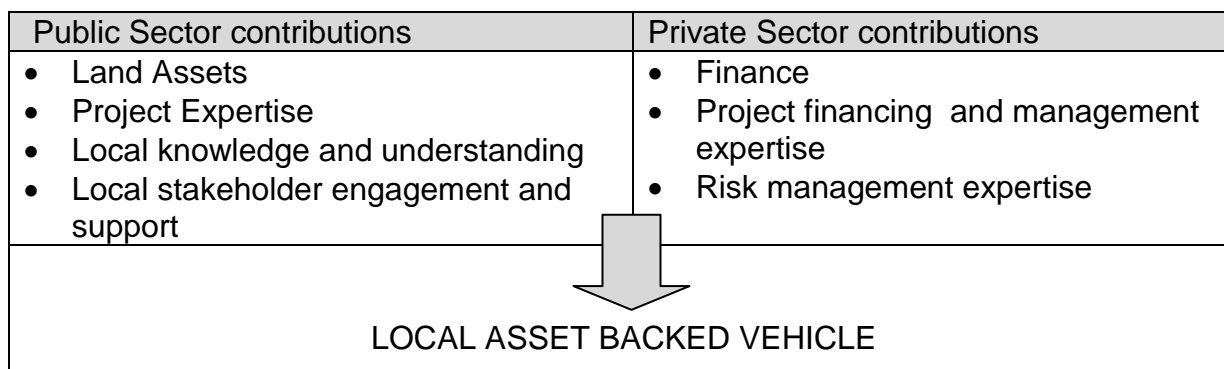
5.9 In addition to the above contributions, the panel has assessed a range of documentary evidence (e.g. Committee Reports) and other published material (research papers) to assist in its work. The following provides a summary of the key findings of the panel together with its conclusions and recommendations on the basis of the evidence received.

What is a Local Asset Backed Vehicle (LABV)?

5.10 LABVs allow local authorities to use their assets (usually land) to lever in long-term investment from the private sector to support local regeneration ambitions. The purpose of the LABV is to bring together the skills, expertise and resources of both public and private sectors partners within a legally binding framework in which both the risks and returns are balanced between the partners.

5.11 Public and private partners will bring different contributions to the LABV with the local authority generally providing land assets that it wishes to redevelop whilst the private sector may contribute finance and associated expertise. This is summarised below:²

² City solutions: Delivering Local Growth: Local Asset Backed Vehicles, Centre for Cities 2007



5.12 Given the individuality of local conditions and the specific regeneration ambitions of public authorities there is no uniform format for LABVs. Indeed, each LABV will be individually constructed to reflect the needs and capacity of local authorities and the scale of the development vehicle required.

5.13 Ultimately however, it is the objective needs of the locality that will determine the nature of the partnership and the LABV created. Research would suggest that there are a number of key drivers underpinning the creating of LABVs³:

- To address a human resource shortfall and bring in additional skills, expertise and capacity;
- To facilitate holistic regeneration (typically new housing, new economic opportunities and community facilities) in urban areas;
- To facilitate development of challenging sites or where there are market imperfections or market failure;
- To bring greater commerciality to management of assets to increase revenue and add value.

5.14 Whilst the primary function of the LABV may be for development or investment purposes (or combination thereof), there a number of common features of both which would generally include:

- The cementing of the partnership through the creation of a singular private company with a common governance structure;
- A 50/50 deadlocked partnership to encourage cooperation between partners and in which both risk and potential gains are equally shared;
- A partnership of medium to long term duration (10-20 years) to reflect wide ranging regeneration goals and the need to overcome cyclical nature of development.

The proposed Haringey Development Vehicle (HDV)

5.15 In November 2015, Cabinet approved the business case for the establishment of a LABV to support the Councils local economic growth, employment and housing ambitions. In that report, it was noted that the development of the councils own land and commercial portfolio would be central to these ambitions, and the creation of a LABV would offer the best approach to ensure that there is the necessary capital, skills and expertise support this. The LABV would have the working title of Haringey Development Vehicle (HDV).

³ Local Asset Backed Vehicles: A success story or unproven concept? Royal Institute of Chartered Surveyors, 2012

Prospective council owned land to enter the HDV

5.16 There are three categories of council owned land that could potentially be developed through the HDV:

- Category 1 sites are identified as a priority for regeneration and capable of making a significant contribution to the council's growth, employment and housing targets (all of which are included within the initial procurement dialogue);
- Category 2 sites and assets are those that may be transferred to the HDV, and whilst they offer significant potential for redevelopment though no firm view has yet been taken (also within the scope of the procurement);
- Category 3 sites include other sites within the HRA or General fund which have yet to be identified and which individually become suitable for development in the future.

Category	Detail of council owned land ⁴	
1	Northumberland Park Regeneration Area, Wood Green Civic Centre, Wood Green Library, Wood Green River Park House & Station Road Buildings in council ownership, Cranwood, Commercial Portfolio	
2	<u>HRA</u> <ul style="list-style-type: none"> ▪ Broadwater Farm N17 ▪ Leabank and Lemsford N15 ▪ Park Grove N11 ▪ Tunnel Gardens N11 ▪ Turner Avenue / Brunel Walk Reynardson Court N17 ▪ Watts Close N15. ▪ Barbara Huckelsbury N22 	<u>General Fund</u> <ul style="list-style-type: none"> ▪ Fred Morfill House N11 ▪ Rear of Muswell Hill Library N10 ▪ Land opp Crematorium Great Cambridge road (EN1) ▪ Commercial property adjacent to Clarendon Square N15 ▪ Ashley Road Depot
3	Other HRA or General Fund land yet to be identified.	

5.17 Further details of potential development sites for the HDV are provided above. The above sites will not enter the HDV upon its inception, but on a phased site by site basis and only once certain conditions have been met. Such conditions would include planning consent being obtained, the completion of a viability assessment and consultation with local stakeholders. Sites would only be transferred once vacant, and all existing housing tenants have been satisfactorily decanted to other housing options.

5.18 The Council also has a large commercial portfolio comprised of 146 individual assets (encompassing office space as well as industrial and retail units) which generate a gross annual income of £5.2 million and has a combined value in the region of £48m million.⁵ It is proposed that the commercial portfolio will be transferred to the HDV upon its inception to obtain enhanced use of these assets, support the operation of the HDV and assist in delivery of wider socio-economic benefits.⁶

5.19 In the context of the above, it is likely that there will be an overarching LLP with two or more subsidiary LLPs, separating the management of development activity (identified regeneration projects) from investment activity (the councils commercial portfolio).

⁴ As detailed in the Haringey Development Vehicle report at Cabinet, November 2015

⁵ Memorandum of Information & Pre- Qualification Questionnaire, For the appointment of a Strategic Investment & Development Partner to form the Haringey Development Vehicle, LB Haringey, 2016

⁶ Haringey Development Vehicle, Cabinet Report November 2015 (7.54)

- 5.20 It is estimated that the potential gross redevelopment value (GDV) of the commercial portfolio and Category 1 sites will be in the region of £2 billion.⁷

Objectives of the proposed HDV

- 5.21 In redeveloping the council owned land and managing the council's commercial portfolio the HDV will be set a number of explicit objectives:
- To deliver economic growth via new housing, town centre redevelopment and enhanced use of commercial portfolio;
 - Ensure the regeneration of sites known to be financially challenging through cross subsidisation with more profitable sites;
 - Support estate renewal through intensification of land use and creation of mixed tenure communities;
 - Ensure the Council retains a long term stake & control in development of its assets;
 - Develop future income streams for the Council which can be used to support other statutory functions of the council;
 - Obtain wider social and economic benefits for regeneration areas;
 - Incorporate land belonging to other public and private stakeholders into development schemes to improve scope for regeneration.

The proposed structure and governance of the HDV

- 5.22 The HDV will establish a Limited Liability Partnership⁸ with a prospective Investment Partner in which Board Members and voting rights are split 50/50 between both partners. Within this framework, to be set out formally in a Members Agreement, it is proposed that the Council will nominate 3 Board members; two officers (yet to be determined) and one Member (yet to be determined). It is proposed that the Chair of the HDV board would rotate between partners.
- 5.23 The Members Agreement will also define general governance issues for the HDV (e.g. board meeting frequency and quorum) plus details around the nature of business plans, the schedule of delegated decisions, how deadlock decisions will be resolved and the agreed lifetime of the HDV.
- 5.24 Business Plans will be central to the operation of the HDV. Individual *Development Business Plans* will be drawn up for each potential regeneration site by the HDV, and these will set out the business case for redevelopment and plans for the site (scale, mix, uses, tenures and timescales). The Development Business Plans, once agreed by respective partners, will trigger the drawn down of sites into the HDV and set out the parameters for development. It is proposed that Development Business Plans can only be amended by Cabinet and are reviewed triennially by that executive body.
- 5.25 The proposed HDV will also produce a *Corporate Business Plan* which will report on individual site developments, the management of the investment portfolio and progress towards key outcomes (e.g. housing mix, employment, social/economic). The Corporate Business Plan will also provide forecasts for funding, costs and returns to members.

⁷ <http://www.haringey.gov.uk/news/haringey-announces-shortlist-2-billion-regeneration-programme>

⁸ In a LLP, the partners are not personally liable for debts incurred by the business and their liability is limited to the amount of money they invest in the business. Partners' responsibilities and share of the profits are set out in an LLP agreement.

5.26 Within the proposed delegated decision schedule, decisions will either be made by the HDV or reserved to partners (the Council and Investment Partner). The following provides a summary of the division of decision making within the proposed HDV:

The Council as partner	The HDV
<ul style="list-style-type: none"> • Approves Business Plans (including variations/reviews) and authorises new sites • Approves terms of development and management agreements • Makes decisions on reinvestment of dividends • Resolves Board deadlock in collaboration with private sector partner 	<ul style="list-style-type: none"> • Decides how to deliver Business Plans' high level outcomes • Proposes further sites and initiates Business Plans for them

5.27 Where there is a *decision deadlock* between partners within the HDV Board it is proposed that there is an immediate cooling off period to enable partners to reflect. If this cannot be resolved, then the decision is escalated to senior figures in respective partner organisations. It is proposed that expert determination will be available to help resolve the matter if both members agree. Failure to resolve the matter could lead to the wind up of the LLP.

5.28 Given the regeneration and development focus of the HDV, it is proposed that the HDV agreement between partners would span a period of 15-20 years, with an option to extend thereafter.

How will the proposed DV work?

5.29 A fundamental principle of the HDV is that it will be a 50/50 partnership in which the financial and other risks of development of council-owned assets as well as the potential returns are equally shared among both partners. In this context, the Investment Partner will match the value of council owned assets that are drawn down into the HDV, and the HDV will take on those risks associated with financing development and both partners will share any sales or rental benefits that accrue from development (once costs have been netted off).

5.30 The development projects of the HDV can be described in a staged process:

- (1) Business Development Plan drawn up by HDV;
- (2) Subject to partner approval and certain conditions being met (e.g. planning, viability) council owned land is drawn down in to the HDV and is matched by an equivalent financial contribution from the Investment Partner;
- (3) The HDV may borrow additional finance to ensure that schemes identified in the Business Development Plan can be completed (e.g. build costs, CPO);
- (4) Once development completed, and any costs repaid (e.g. borrowing) the partners will share receipts from any sales and a share of any future rental returns from new development created.

5.31 The structure of the HDV is depicted in Figure 1 below:

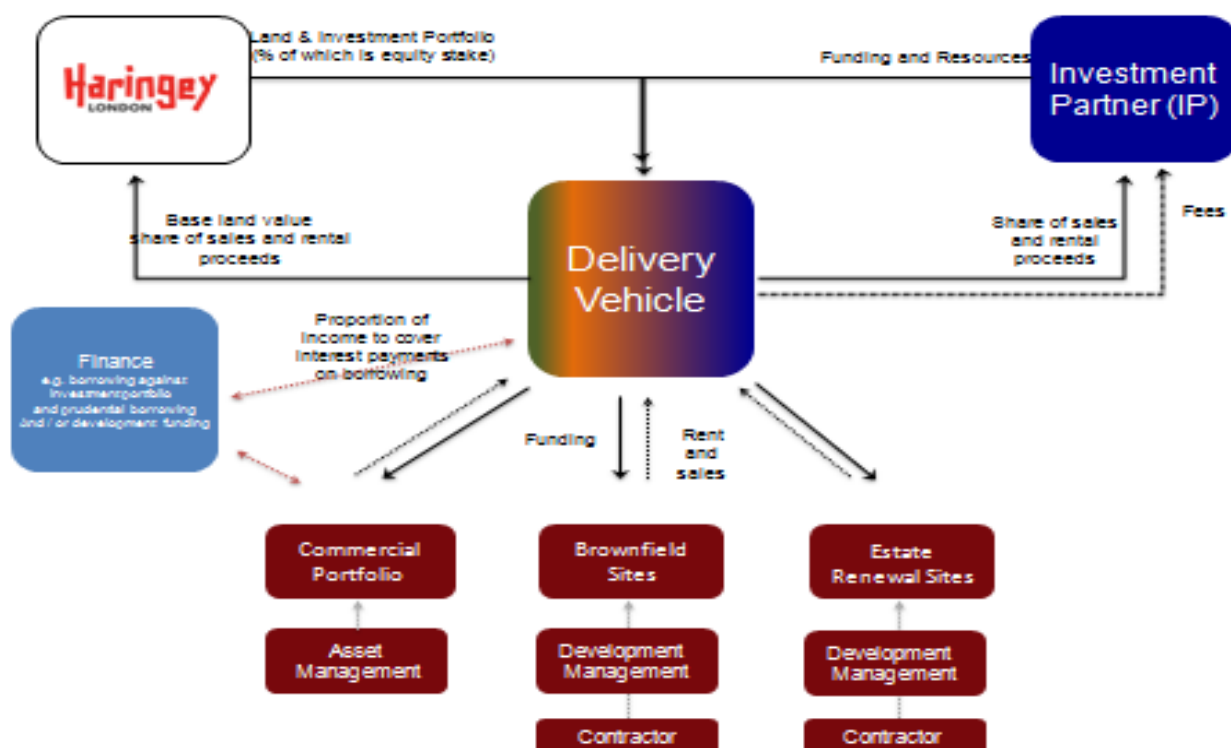


Figure 1

Procurement and authorisation timeline

5.32 A procurement process to secure an Investment Partner for the HDV was launched by the Council in January 2016.⁹ Procurement is being undertaken through a competitive dialogue process under the Public Contracts Regulations (2015) for which the timeframe for different stages is outlined below.

January 2016	Launch of procurement prospectus and opening of procurement process
March 2016	Long list of 6 bidders announced <ul style="list-style-type: none"> • Dialogue meetings April-May 2016 • Outline Solutions received by the council June 2016
July 2016	Shortlist of three bidders announced <ul style="list-style-type: none"> • Further dialogue meetings August – November 2016
February 2017	Cabinet to announce preferred bidder <ul style="list-style-type: none"> • Final discussions with preferred bidder January to April 2017
Summer 2017	Cabinet to authorise and establish the HDV

⁹ Memorandum of Information & Pre- Qualification Questionnaire, For the appointment of a Strategic Investment & Development Partner to form the Haringey Development Vehicle, LB Haringey, 2016

6. Conclusions of the panel

- 6.1 During the course of the review, the panel received a wide range of evidence from a number of informants. Throughout the review process, Council officers attended evidence gathering sessions, presented evidence to the panel and responded to panel questions. The panel also benefited from a contribution from the Chartered Institute of Housing, who were able to provide expert independent guidance on this issue. Crucially however, the panel obtained comparative data (albeit limited) on the operation of LABVs in other local authorities.
- 6.2 Analysis of these contributions alongside published research and other documentary evidence has helped the panel to identify a number of emerging themes from which it has developed a number of conclusions and recommendations. The following provides a summary of this evidence, and the conclusions reached by the panel.

Risks posed by HDV

- 6.3 Whilst it is recognised that there is an inherent commercial risk in the establishment of a LABV which is operated as a LLP, on the basis of the evidence received, the panel believe that at present there are unacceptably high risks associated with the establishment of the proposed HDV which warrant further investigation and assessment before authorisation. The panel have highlighted the following risks which have led to this assessment:
- The lack of published evidence of the effectiveness of LABVs and their success in delivering large scale regeneration projects;
 - Financial and political uncertainty generated by the referendum decision to leave the European Unit (Brexit);
 - Opacity of information on the operation of other LABVs;
 - The scale of the proposed HDV and prospective investment required from the Council far exceeds any other LABV established to date;
 - The paucity of consultation undertaken with affected tenants in both the commercial portfolio and prospective estate regeneration sites;
 - Unequal relationship with private sector partner.

Financial and political uncertainty

- 6.4 Plans for the establishment of the HDV, including an options appraisal and business case were confirmed by Cabinet in November 2015. Since this time however, the UK has voted to leave the European Union (Brexit) which has given rise to wide ranging political and financial uncertainty.
- 6.5 In the 2016 Autumn Statement, the annual update to Parliament on the state of the nations finances, it was noted that the EU referendum result in June 2016 had given rise to political and economic uncertainty which would negatively impact on business investment and household spending. It is estimated that the cumulative impact on of such uncertainty could reduce the national annualised growth rate by as much as 2.4%.¹⁰
- 6.6 The financial uncertainty arising from Brexit was further underscored by the Treasury Management Update provided at the Council's Corporate Committee in November 2016. This report stated that a reduction in economic activity is likely, accompanied by

¹⁰ The Autumn Statement 2016, HM Treasury CM9362; (S1.19)

tightening of credit availability and increased levels of unemployment.¹¹ The same report also highlighted that inflation may also rise as a result of Brexit, as the subsequent depreciation of sterling post referendum will contribute to higher prices for goods and services imported to the UK.

- 6.7 The panel also noted the political uncertainty which has arisen as a result of Brexit. A new cabinet in Westminster was formed soon after the referendum and is now repositioning itself on key areas of public policy. This has already been seen to affect housing policy, where changes to the recently enacted Housing and Planning Act (2016) have been confirmed.¹² With negotiations to leave the EU yet to start and a lack of clarity as to what position the government may take, the prospect of a future general election and ongoing political uncertainty remains.
- 6.8 Given these substantive political and financial changes which have occurred since the decision was taken to enter into procurement for an IP for the HDV, the panel suggest that the business case and options appraisal reports which underpinned this decision should be revisited.

Effectiveness of the LABV regeneration model

- 6.9 Throughout the course of this review, the panel have noted how difficult it has been to obtain information about LABVs, the governance arrangements that support their operation and their effectiveness as a joint public/private investment approach to regeneration. It is suggested that the paucity of information available is in part due to three factors:
- That relatively few LABVs have been authorised, with just 20 such development vehicles to have been authorised between 2002 and 2013.¹³
 - As LABVs are a private entity, the publication and subsequent access to information is more restricted than a public body;
 - LABVs are by their nature long term complex development schemes for which performance and impact assessments are difficult to measure or simply not available as yet.
- 6.10 In reviewing the literature in this field, the panel have obtained just two evaluative studies of multiple LABVs^{14, 15} and one evaluative study of a singular LABV.¹⁶ Whilst such data is both useful and informative, the panel is of the view that the scale of such evaluative evidence does not constitute a sound evidence base through which to pursue LABVs.

¹¹ Haringey Council Corporate Committee, Mid Year Report - Treasury Management Update, November 29th 2016

¹² Social housing: 'pay to stay' at market rents, House of Commons Briefing Paper No.06804 22nd November 2016

¹³ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8 (3). pp. 260-278.

¹⁴ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8 (3). pp. 260-278.

¹⁵ Local asset backed vehicles: a success story or unproved concept? Royal Institute of Chartered Surveyors, March 2012

¹⁶ Southwark & Croydon: setting up a public private partnerships Urbed with Igloo, Southwark Council and Croydon Council, 2010

- 6.11 Furthermore, both studies described above are equivocal as to the overall impact of LABVs with both citing examples areas of success and areas where there remain significant challenges. But most importantly, both evaluative studies have concluded that assessments as to the merits or otherwise of the LABV model are hindered by the lack of objective performance evaluations and the evidence of the value they have created^{17,18}
- 6.12 It would appear that the lack of evidence about the performance of LABVs is compounded by the lack of clear central government guidance or support for this approach to regeneration. One of the evaluative studies has highlighted that the absence of such national guidance and the failure to address the uncertainties that surround the LABV model will inhibit further take up of this approach to regeneration.¹⁹
- 6.13 More generally, there is also growing concern at the national level as to the degree of oversight that the Department of Communities and Local Government (DCLG) has over the increasing commercial activity within the local government sector. A recent parliamentary investigation by the House of Common Public Accounts Committee in to the financial sustainability of local authorities concluded that whilst there was growing commercial activity by local authorities to act as property developers, the DCLG:

‘.... does not have good enough information to understand the scale and nature of authorities’ commercial activities or which authorities are placing themselves at greatest risk and it does not use the information it does have to give it a cumulative picture of risks and pressures across the sector.’²⁰

- 6.14 Whilst there are evidently a number of LABVs in operation which appear to be running successfully (e.g. Bournemouth Development Company), the panel have also noted that there have been a number of high profile reverses for this model of regeneration:
- (1) Tunbridge Wells dissolved the LABV that was entered into with John Laing 2008 to regenerate 4 Kent towns. No business plans or development were completed through the LABV, with the council citing the economic downturn as the main factor in this failure.²¹
 - (2) Whilst the CCURV (Croydon Council and John Laing) has had some regeneration success, problems have arisen in the development of key town centre sites. Whilst the CCURV has not been dissolved it is not in operation and it would appear that Croydon Council are now developing through its own development company with different commercial partners on a site by site basis.²²

¹⁷ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8

¹⁸ Local asset backed vehicles: a success story or unproved concept? Royal Institute of Chartered Surveyors, March 2012

¹⁹ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8 (3). pp. 260-278.

²⁰ Financial sustainability of local authorities’ House of Commons Committee of Public Accounts, Twenty-sixth Report of Session 2016–17

²¹ <http://www.tunbridgewells.gov.uk/business/enterprise-and-regeneration/regeneration/tunbridge-wells-regeneration-company>

²² <http://www.partnershipsbulletin.com/news/view/90477>

Opacity of information

- 6.15 In an evidence based approach, the analysis of the strengths and weaknesses of comparative LABV models in use at other authorities should guide and inform the development of the HDV here in Haringey. In the experience of the panel however, it has at times proved difficult to obtain such comparative data. Particular problems that have arisen in respect of:
- Difficulties in identifying and obtaining appropriate committee reports and other published documentation;
 - Technical and complex nature of documentation;
 - Information being exempt from publication or problematic in sharing (commercial sensitivity).
- 6.16 The opacity of such data has therefore made it difficult for the panel to extract comparative data for the purposes of this review. More generally the difficulty in accessing such information represents a democratic deficit in which Councils and others that may be considering an LABV are unable to fully draw upon the experience and outcomes of others which will inhibit informed evidence-based decision making. This is particularly important given that this is a relatively new approach to financing development and regeneration in local government.

Scale of proposed HDV

- 6.17 The panel understood that the estimated Gross Development Value (GDV) of the commercial portfolio and Category 1 sites within the HDV would be approximately £2 billion. From evidence gathered by the panel, the scale of the regeneration proposed through the HDV far exceeds that of any other LABV authorised to date. In a study undertaken by Northumbria University which looked LABVs authorised from 2002-2013; 14 had a GDV of less than £500m; three had a GDV in excess of £500; the largest being a GDV of £1 billion (Slough Regeneration Vehicle).²³ A similar study undertaken by the Royal Institute of Chartered Surveyors (RICS) also revealed similar findings, where it was noted that no LABV with a GDV of greater than £500 million had been authorised up until 2011.²⁴
- 6.18 Furthermore, the panel were unable to locate a LABV which had adopted the same all-encompassing approach as the proposed within the HDV, in which council-owned (HRA) sites for estate regeneration were also included alongside town centre regeneration sites and the management of the Council's commercial portfolio. Given the size and scope of the proposed HDV and the lack of comparable data, the panel were of the view that this presented a substantive risk to the council.

Private sector relationship

- 6.19 The panel recognise that the formation of the HDV will bring together a diverse range of highly skilled public and private partners, who may have different objectives and bring competing cultures to the newly formed entity. The panel were concerned that a lack of understanding of one another's priorities and ethos could endanger the partnership relationship that underpins the HDV.

²³ Greenhalgh, Paul and Purewal, Bikki (2015) Challenging the Myths: an investigation of the barriers to wider use of Local Asset Backed Vehicles in the UK. Journal of Urban Regeneration and Renewal, 8 (3). pp. 260-278.

²⁴ Local asset backed vehicles: a success story or unproved concept? Royal Institute of Chartered Surveyors, March 2012

6.20 Further still, the panel were concerned that the relationship between the Council and the prospective Investment Partner would not be partnership of equals. For although this HDV would be a 50/50 deadlocked decision making entity, it was likely that the IP would be a large multi-national company and would be able to draw on a much wider range of economic, business and legal support which could potentially disadvantage the Council.

6.21 To some degree, this perception was confirmed on a site visit to a local authority in south east England, where the panel held discussions with the lead officer and Cabinet member on the effectiveness of the LABV in operation there. From the evidence presented, it was apparent that the IP there did not consider the Council as informed as itself on business-related matters and in this sense not 'an equal partner.' In this context, the panel felt that this perceived view of the public sector could undermine the development vehicle relationship and present a significant risk to the council.

Paucity of consultation

6.22 The panel noted the importance of engaging and involving key stakeholders in the regeneration of council owned sites as critical to the success of the HDV. It was therefore of concern to the panel to note that there has been little consultation undertaken by the council to date with two key stakeholders in this process: tenants within the commercial portfolio of the council and tenants on those estates being put forward for regeneration within the HDV.

6.23 Whilst it was noted that the tenants within the commercial portfolio had been notified of the prospective change of landlord, this was not a formal consultation as there is no statutory obligation to do so with business tenants. Given that the commercial portfolio will transfer to the HDV upon its inception however, it was the view of the panel that some form of consultation should be undertaken with tenants ahead of any decision to authorise the HDV.

6.24 Evidence presented by Our Tottenham to the panel highlighted that the only public consultation on the concept of the HDV had been through the consultation on the wider Housing Strategy which concluded earlier this year (2016). It was suggested that whilst the principle of the proposed HDV was consulted upon, the nature and scope of the development vehicle had not. The panel noted therefore that residents within those estates identified for regeneration through the HDV were left confused as to when estates would be transferred, decanting arrangements and with whom their tenancy agreement would be with.

6.25 Whilst the panel understands that formal statutory consultation will be undertaken by the HDV and the council prior to any estates being drawn down into the HDV itself, it feels that additional consultation is necessary ahead of authorisation. Such consultation with local residents is important as the regeneration of estates may, in the opinion of the panel, lead to the break-up of well established communities.

Authorisation of the proposed HDV

6.26 Given the substantial financial and other risks that the proposed HDV represents to the Council, local taxpayer, council tenants and local businesses (as outlined above), the HRSP cannot support the authorisation of the HDV as it stands.

- 6.27 Given that authorisation is scheduled for agreement at Cabinet in summer of 2017, the panel believe that the proposals to establish the HDV would benefit from further scrutiny ahead of any final decision to be taken. It suggested that further scrutiny would allow for further member engagement and to address the potential risks identified above.

Recommendation 1a

That further scrutiny of the proposals for the establishment of the proposed HDV is undertaken between January and summer 2017. And that:

- (a)** The HRSP should agree the terms of reference for this work with OSC
- (b)** Should as a minimum encompass the potential risks identified with the HDV and plans to mitigate these.

- 6.28 In evidence gathered among other case study local authorities, it was noted in some instances the decision to authorise the LABV was taken by Cabinet and in others, by Full Council. It clearly for the Council to decide what is included within the budget and policy framework and therefore what decisions are taken by Council and those by its Executive (Cabinet).
- 6.29 Given the scale and nature of the proposed HDV, the volume of land and assets to be transferred and the far reaching impact that proposals may have for local residents, tenants and businesses, it is recommended that the decision to authorise the HDV is undertaken by Council. In taking this decision, Council should receive an updated assessment of the Business Case, a risk assessment and consultation with groups directly affected by the transfer of Council-owned land to the HDV.

Recommendation 2

Given the scale and nature of the decision to authorise the proposed, final authorisation should be reserved to Full Council and not Cabinet. Prior to such authorisation the panel also recommend that:

- a)** That Council take note of any recommendations arising from scrutiny from Recommendation 1.
- b)** A new and updated risk assessment on the Business Case for the proposed HDV is undertaken and that the terms of this risk assessment and due diligence are made public;
- c)** A full consultation is undertaken among those tenants and leaseholders in estates which have been identified for renewal through the HDV and tenants within Councils Commercial Portfolio which will transfer to the HDV upon authorisation.

Governance arrangements for the proposed HDV

- 6.30 Notwithstanding the concerns raised above, the panel have developed a number of conclusions and recommendations to inform the governance arrangements for the HDV. It is intended that these recommendations, if approved, will guide and inform discussions with the preferred bidder, to be announced in February 2017.

Representation of the Council on the HDV Board and managing conflicts of interest

- 6.31 The panel noted that the proposed numerical representation on the HDV Board (three positions) broadly conforms to practice elsewhere. There was however variations as to how such representation were comprised:

- LABV 1 (South East): council representation on the LABV board was made up of 2 Councillors and 1 officer;
- LABV 3 (North East); council representation was two Members and two officers.

6.32 In selecting representatives, it will be imperative that the Council nominates those with appropriate skills, expertise and understanding to contribute to the operation of the HDV and ensure that the interests of Council are maintained. This approach is underscored in key government guidance.²⁵

Recommendation 3

Given the proposed scale of the proposed HDV and impact of decisions taken by the HDV Board, it is recommended that the Council nominate three of the four following representatives to for the HDV Board: Leader of the Council, the Cabinet member for Housing, Regeneration and Planning, Head of Paid Service or Section 151 Officer. Other officer's participation should be solely advisory and ultimate responsibility for decisions must remain with the Leader, Cabinet Member and Head of Paid Service.

6.33 Representatives of the council (and the Investment Partner) on the HDV Board have a primary legal duty to serve the interests of the development vehicle, which may potentially present a conflict of interest as they seek to balance this responsibility with the requirements of partners. Board representatives must also not favour the interests of one party over another. The duties required by Board representatives in respect of members and the interests of the HDV is summarised in national guidance below:

'The primary obligation and legal duty of care of directors of a Joint Vehicle (JV) constituted as a company is to the JV itself.... They have an obligation to exercise independent judgement and act in good faith so as to promote the success of the JV....'

As the JV is owned by its participants, promoting its success should be assessed by reference to the participants and their long term interests, but directors are also required to take into account ofthe interests of a number of other stakeholders, such as the JV's employees, suppliers, customers, and wider interests such as the environment.

Further, the directors are not permitted to favour the interests of one participant over another and must act fairly as between the members of the JV.²⁶

6.34 Nonetheless, there may be instances where potential conflicts of interest may arise, particularly where representatives are an employee of the nominating member (the Council or Investment Partner). National guidance suggests that such employees should undertake training to help identify and prevent conflicts of interest from occurring.²⁷ In the interests of transparency, the panel also believe that additional guidance should be developed for council representatives on the HDV board.

²⁵ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector. HM Treasury, 2010

²⁶ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector. HM Treasury, 2010 (10.10)

²⁷ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector. HM Treasury, 2010 (10.7)

Recommendation 4

To help assist in managing any conflicts of interest (COI) that may arise, it is recommended that:

(a) An officer protocol is developed which sets out the expectations of those officers in representing the council on the HDV Board, potential areas where conflict of interest may arise and how these may be resolved or avoided.

(b) Officer and member representatives on the HDV board should undergo regular training and update to ensure that they can appropriately identify when COI may be resolved or avoided.

Business Plans

- 6.35 Evidence gathering by the panel confirmed the centrality of Business Plans to the operation and accountability of the HDV. As noted earlier, there are two types of Business Plan; the Corporate Business Plan which provide the overarching aims and objectives of the HDV and Development Business Plans which provide details of individual developments undertaken by the HDV.
- 6.36 From evidence gathering with other local authorities, the panel learnt that Business Plans would be critical documents as they drive and control the operation of the development vehicle. In this context, the panel understood that the Development Business Plans which would be developed by the Boards and should contain key information for approval by respective partners, including:
- The nature and scope of the planned development;
 - The full business case that supports the development;
 - Anticipated gains and outcomes of the development;
 - A full risk assessment of the development proposals;
 - Details of all necessary planning consents;
 - Detail all the key decisions to be taken within the development.
- 6.37 Given the provisional arrangement that Development Business Plans are generally agreed for a three year period and their agreement by partners actually triggers the drawdown of council owned assets, it is important that these are effectively scrutinised before final authorisation. Evidence presented to the panel suggested that Development Business Plans of LABVs are routinely subject to pre-decision scrutiny in other authorities. This provided an opportunity to reflect on the ambitions and outcomes of each development project and to ensure that appropriate risk assessments and safeguards are put in place to protect the interests of the council.
- 6.38 It is noted within the provisional proposals for the HDV; Development Business Plans are agreed for a three year period before being reviewed by Cabinet. The Panel were of the view that in addition to pre-decision scrutiny, these plans should be subject to additional monitoring and evaluation at appropriate junctures determined by the Overview & Scrutiny Committee.
- 6.39 The HDVs Corporate Business Plan, in providing the overarching strategy for the development vehicle, should be regularly reviewed and updated. This should be undertaken with the involvement of partners and reflect changes in business conditions, trading plans, budget and financing issues and identified risks. The Corporate Business Plan should also provide progress reports on the actual and prospective development of regeneration sites. Evidence from the operation of LABVs

elsewhere would suggest that Corporate Business Plans are also subject to regular scrutiny to assist with the monitoring and review process.

Recommendation 5

(a) It is recommended that the Corporate Business Plan is presented to Overview & Scrutiny on an annual basis and through which the overall performance and impact of the HDV can be monitored, reviewed and assessed.

(b) It is recommended that individual Development Business Plans for prospective site developments should:

(i) Contain the full business case, risk analysis, key decisions and housing tenures and mix for the development.

ii) Be scrutinised by Overview & Scrutiny Committee before agreement and finalisation by Cabinet.

(iii) Be reviewed by Overview & Scrutiny Committee at a date and frequency determined by that Committee to assist in monitoring and evaluation.

Managing the performance of the HDV

6.40 In talking to members and officers managing other LABVs, the panel understood that the establishment of clear, robust and challenging Key Performance Indicators (KPI), would be critical to assess the ongoing performance of the HDV not only in terms of growing its investment (commercial portfolio) but in making sure it achieves its stated development outcomes.

6.41 In this context, the panel noted that the experience of one particular LABV where it was felt that KPIs should be challenging but also flexible so that these can be adapted to respond to changing market conditions (e.g. rising market).

Recommendation 6

It is recommended that the council develop a clear and robust set of Key Performance Indicators (KPI) for the HDV. These should include:

(i) Challenging targets for both revenue and capital growth from the management of the Council's commercial property portfolio;

(ii) Ambitious outcome regeneration outcome targets to help improve the health, wellbeing, safety and life chances of those within regeneration areas (and beyond).

Decision making

6.42 Whilst the panel acknowledges that the establishment of the HDV is a commercial entity and accordingly is afforded some financial and business freedoms to enable it operate to best effect, there must be clear lines of accountability for decision making. To ensure the accountability of the HDV and that at key business junctures the interests of the council are maintained, certain issues should require the approval of the Council.

6.43 National guidance would suggest that the following issues should be matters reserved to members within the partnership (and which broadly conform to the decision making schedule proposed within the HDV in 5.26):²⁸

- Approval of business plans, budgets, material contracts and any material deviation by the JV from those documents;

²⁸ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector (HM Treasury, 2010)

- Changes in the distribution policy;
- Introduction of new funding, whether in the form of equity or debt;
- Introduction of a new participant;
- Veto rights regarding the appointment of key personnel;
- Changes to the underlying constitutional documents; and
- Termination or sale of a material part of the business or assets of the vehicle.

Managing operational risk of the HDV

6.44 In the course of its investigation the panel have identified a number of risks ahead of the authorisation of the prospective HDV (6.2-6.25). Subsequent to this, the panel have also identified number of operational risks for the HDV for which internal systems and controls will need to be developed. These fall in to two key categories and illustrated below:

Commercial risks	Delivery risks
Downturn in the housing market	Procurement
Cost inflation	Political consensus
Obtaining planning consents	Reputational
Availability of finance	

6.45 The panel received evidence from the Head of Audit and Risk (A & R) to further understand how operational risks posed by the HDV would be managed within the Council. The panel understood that the purpose of A & R was to help services to identify where risks are in the business and to ensure that there are robust systems and controls in place to prevent or mitigate them.

6.46 The panel noted that the HDV had been identified as an area of risk for the Council and A & R would be developing a work programme to support the risk management process within the housing and regeneration function in the council (where HDV relationship management will be centred). This would be undertaken in a structured way in which A & R will test the effectiveness of systems and controls put in place to manage risks. The panel noted that any reports compiled by A & R would be public and published at Corporate Committee.

6.47 Given the scale, nature of activities and potential risks posed by the HDV, the panel were concerned as to the level of resource and support that would be available to A & R to provide risk assurance for this joint development vehicle. In particular the panel wanted further clarification and reassurance that A & R would have:

- Access to information within the HDV to support its risk assessment process;
- Access to specialist advice and support in providing risk assurance on such a complex entity as the HDV.

6.48 From the evidence gathered by the panel, it is understood that the decision to appoint an auditor for the HDV will be taken by the HDV Board. Whilst accepting that the HDV must be granted some commercial freedoms, the panel were of the view that the appointment of the auditor for the HDV should be reserved to partners.

Recommendation 7

To support the management of the operational risk of the HDV it is recommended that:
(a) Expert independent advice continues to be obtained to ensure that the HDV operates in the interest of the Council, residents and service users;

- (b) The appointment of the HDV auditors should be a reserved decision and taken with the approval of both partners (the Council and Investment Partner);
- (c) To help identify risks, ensure the effectiveness of controls and providing reassurance to the Council and its members it is recommended that the Council's Audit & Risk function has unfettered access to information on the operation of the HDV;
- (d) Given the proposed scale of the proposed HDV, it is recommended that the Council ensure that there is sufficient resource within the Audit & Risk function to provide the necessary assurance and where necessary, expert input should be commissioned to support the A & R function in relation to the HDV.

Relationship management function

- 6.49 Within its evidence gathering the panel understood that the client management function within the council, that is how its bodies and structures interface with the HDV, would be of critical importance to the governance of the HDV, particularly in relation to the monitoring business plans, budgets and other financial monitoring.
- 6.50 The time required by officers to manage client function of the HDV for the Council should also not be underestimated. Evidence obtained from the panels visit to another local authority revealed that the time taken to manage the interests of the LABV and took up more than 1 day of officer time per week. Considering that the value of this LABV was just £4 million, it is fair to assume that officer time that will be required to support the client management function for the HDV which has a GFV 500 times greater (£2 billion) will be substantially greater. The panel were of the view that this should be acknowledged in client management resource for the HDV.
- 6.51 In addition, national guidance suggests that there should be a dedicated officer, who is not part of the HDV board, to lead client management activities within the council:
- 'The public sector body will need to consider how best to monitor the ongoing activities of the Joint Vehicle. In all cases designated individuals within the public sector body should be responsible for the review of business plans, budgets and financial information regarding the ongoing activities of the JV. These individuals should not be directly involved with the day to day operations of the JV or act as directors of the JV. In addition mechanisms should be put in place so that matters requiring its approval as a participant can be dealt with expeditiously.'*²⁹
- 6.52 It is suggested that that the establishment of a dedicated officer to manage liaison function between the Council and the HDV, whose role is delineated from other officers who may represent the council on the HDV board, will bring greater accountability and clarity.

Recommendation 8

To support the client management function:

- (a) It is recommended that there should be a dedicated accountable officer (who is not a representative on the HDV Board) at the Council to manage the interface between the Council and the HDV and provide liaison support between officers and bodies of respective partners.

²⁹ Joint Ventures: a guidance note for public sector bodies forming joint ventures with the private sector (HM Treasury, 2010)

(b) That sufficient resource is made available to support both the proposed dedicated accountable officer and other officers representing the council on the HDV board (including how this is reflected in the job description and role makeup of officers).

Governance arrangements for Subsidiary Limited Liability Partnerships

- 6.53 The panel note that it is likely that there will be a number of subsidiary LLPs to separately manage the development and investment activities of the HDV. Evidence obtained from LABV 3 in North East England would suggest that the memberships and other governance structures created for the overarching LLP and subsidiaries can be similar, as this helps to streamline support (e.g. meetings can run sequentially with the same members).
- 6.54 The panel were of the view that subsidiary LLP should be constituted as the overarching LLP and that the same governance arrangements should apply.

Recommendation 9

It is recommended that the subsidiary Limited Liability Partnerships which are created by the HDV are subject to the same governance structures as the HDV itself. The membership of these LLP boards should include the same balance and the same right of access to information. The subsidiary LLPs cannot be a method of circumventing agreed governance and decision making arrangements.

How will the HDV relate local to Councillors and other community stakeholders?

- 6.55 Although the HDV will be owned partly by the Council, it will still be a private entity and in this context it is not clear what process will be established for handling members' enquiries once it's established. The panel recommend that a member enquiry process comparable to that established for Homes for Haringey will be agreed with the HDV to ensure that member enquiries are handled in comparable manner.

Recommendation 10

The panel recommend that a member enquiry process is established for the HDV. The operational standards for this process should be comparable to for example, the arms length organisations in which the Council has an interest.

- 6.56 The degree to which local councillors and other community stakeholders are engaged and involved in regeneration plans will be critical to the success of the HDV. The panel note that community consultation will be undertaken alongside the Development Business Plan process. To ensure that this is undertaken in a systematic and robust manner the panel recommend that a consultation reference group is established for each development project. This consultation reference group should include local councillors as well as other local community and business representatives to help steer and facilitate local engagement and involvement in regeneration plans.

Recommendation 11

To promote community engagement and involvement within the HDV it is recommended that the HDV sets up a community consultative group to engage and involve local stakeholders in those areas covered by regeneration plans. This should include councillors appointed by the council as well as representatives from local community groups, residents, local business and other interested local stakeholder.

HDV Relationship with the Local Planning Authority

- 6.57 From the experience of other authorities, it was apparent that there should be clear lines of separation between the LABV, the Local Authority and the Local Planning Authority. For although LABV may be partly owned by a Local Authority, in terms of any planning application and development process, it should not receive any preferential treatment in the planning process, but like any other applicant. It was important that this is maintained in both practice and in the perception
- 6.58 It was evident that other local authorities had sought to remove any such ambiguities or perceptions about the potential perceived conflicts that the LABV may have with the Local Planning Authority, where membership of the HDV Board has restricted involvement in the Local Planning Committee.
- 6.59 In the local context, the panel were concerned that the Cabinet Member for Housing, Regeneration and Planning was a potential representative of the Council on the HDV Board, which may give rise to some ambiguity as regard to planning process given their oversight of the planning function in the Council. The panel recommend that it may be helpful to realign cabinet responsibilities in respect of oversight of these potentially conflicting responsibilities.

Recommendation 12

To remove any ambiguity between the roles of the HDV with that of the Local Planning Authority, it is recommended that the Cabinet responsibility for each is disaggregated and allocated to separate members.

HDV Relationship with the Housing Revenue Account

- 6.60 Whilst the panel understood that housing operated by Homes for Haringey could be drawn down into the HDV for the purposes of estate renewal, it was unclear as to how this would impact on the long term sustainability of the Housing Revenue Account (HRA). Whilst there may be some reduction in costs for debt servicing and building maintenance, income to the HRA would be reduced as would potential borrowing against this asset. The panel were of the view that further clarification would be helpful from the Council (who manage the HRA) on the future viability of the HRA once land transfers to the HDV.

Recommendation 13

That the Council should provide further clarification and reassurance as to the future position and viability of the HRA once HRA owned land is drawn down in to the HDV.

HDV Relationship with the Homes for Haringey

- 6.61 The relationship that the HDV has with Homes for Haringey will be important to ensure that any estate renewal programme is successful. If the HDV is to have an estate regeneration role as planned, it is then clear that there should be an alignment of the business plans of both the HDV and Homes for Haringey. Such an alignment will ensure that the identification and draw down of estate regeneration sites is undertaken in a strategic and structured manner.

Recommendation 14

Given that the HDV will be delivering the regeneration of local estates managed by the ALMO it is recommended that there should be an alignment of the business plans of

the two organisations to ensure that there is strategic and structured process through which sites best suited for regeneration are transferred to the HDV.

7. Recommendations of the panel

- 7.1 A summary of all the recommendations made within the report are collated here for ease of reference.

Recommendation 1

A balance has to be found in any venture involving public bodies such as the council, including not only decisions of the Cabinet but also the scrutiny function, with a responsibility to the public to be thorough and prudent. On the one hand there are opportunities and strengths within the HDV proposal and on the other there are risks and weaknesses. From what the panel has learnt through the work of this review, it is clear that very significant risks with the proposed HDV remain. What the Council, and by extension its tenants and residents, gain from the proposed HDV is far less clear than what it and they stand to lose. That is the picture that has emerged from the evidence that we have seen and heard during this review, and also from the inferences that have had to be drawn from the information that simply wasn't available.

In terms of governance, there are a very significant set of issues, including:

- 1)** A fundamental democratic deficit inherent in any such proposed structure and one of such size and scale;
- 2)** The role of unelected officers joining a board in a voting capacity would supersede the role of elected councillors;
- 3)** A lack of transparency with regard to meeting structures, particularly in relation to rights of attendance at HDV meetings, and whether reports and minutes would be publicly available;
- 4)** The absence of any sufficient contingency plans to mitigate the risks of a scheme of such size and scale;
- 5)** What, if any, role the Secretary of State for Communities & Local Government has, or ought to have, in authorising a scheme of such size and scale.

On the basis that at present there are no governance arrangements that adequately mitigate the risks of this scheme, the panel has no other option than to **recommend** that the HDV plans are **halted** and that further scrutiny work should be undertaken.

Recommendation 1a

That further scrutiny of the proposals for the establishment of the proposed HDV is undertaken between January and summer 2017. And that:

- (a)** The HRSP should agree the terms of reference for this work with OSC
- (b)** Should as a minimum encompass the potential risks identified with the HDV and plans to mitigate these.

Recommendation 2

Given the scale and nature of the decision to authorise the proposed, final authorisation should be reserved to Full Council and not Cabinet. Prior to such authorisation the panel also recommend that:

- a)** That Council take note of any recommendations arising from scrutiny from Recommendation 1.

- b)** A new and updated risk assessment on the Business Case for the proposed HDV is undertaken and that the terms of this risk assessment and due diligence are made public;
- c)** A full consultation is undertaken among those tenants and leaseholders in estates which have been identified for renewal through the HDV and tenants within Councils Commercial Portfolio which will transfer to the HDV upon authorisation.

Recommendation 3

Given the proposed scale of the proposed HDV and impact of decisions taken by the HDV Board, it is recommended that the Council nominate three of the four following representatives to for the HDV Board: Leader of the Council, the Cabinet member for Housing and Regeneration, Head of Paid Service or Section 151 Officer. Other officer's participation should be solely advisory and ultimate responsibility for decisions must remain with the Leader, Cabinet Member and Head of Paid Service.

Recommendation 4

To help assist in managing any conflicts of interest (COI) that may arise, it is recommended that:

- (a)** An officer protocol is developed which sets out the expectations of those officers in representing the council on the HDV Board, potential areas where conflict of interest may arise and how these may be resolved or avoided.
- (b)** Officer and member representatives on the HDV board should undergo regular training and update to ensure that they can appropriately identify when COI may be resolved or avoided.

Recommendation 5

(a) It is recommended that the Corporate Business Plan is presented to Overview & Scrutiny on an annual basis and through which the overall performance and impact of the HDV can be monitored, reviewed and assessed.

(b) It is recommended that individual Business Development Plans for prospective site developments should:

- (i)** Contain the full business case, risk analysis, key decisions and housing tenures and mix for the development.
- ii)** Be scrutinised by Overview & Scrutiny Committee before agreement and finalisation by Cabinet.
- (iii)** Be reviewed by Overview & Scrutiny Committee at a date and frequency determined by that Committee to assist in monitoring and evaluation.

Recommendation 6

It is recommended that the council develop a clear and robust set of Key Performance Indicators (KPI) for the HDV. These should include:

- (i)** Challenging targets for both revenue and capital growth from the management of the Council's commercial property portfolio;
- (ii)** Ambitious outcome regeneration outcome targets to help improve the health, wellbeing, safety and life chances of those within regeneration areas (and beyond).

Recommendation 7

To support the management of the operational risk of the HDV it is recommended that:

- (a)** Expert independent advice continues to be obtained to ensure that the HDV operates in the interest of the Council, residents and service users;

- (b) The appointment of the HDV auditors should be a reserved decision and taken with the approval of both partners (the Council and Investment Partner);
- (c) To help identify risks, ensure the effectiveness of controls and providing reassurance to the Council and its members it is recommended that the Council's Audit & Risk function has unfettered access to information on the operation of the HDV;
- (d) Given the proposed scale of the proposed HDV, it is recommended that the Council ensure that there is sufficient resource within the Audit & Risk function to provide the necessary assurance and where necessary, expert input should be commissioned to support the A & R function in relation to the HDV.

Recommendation 8

To support the client management function:

- (a) It is recommended that there should be a dedicated accountable officer (who is not a representative on the HDV Board) at the Council to manage the interface between the Council and the HDV and provide liaison support between officers and bodies of respective partners.
- (b) That sufficient resource is made available to support both the proposed dedicated accountable officer and other officers representing the council on the HDV board (including how this is reflected in the job description and role makeup of officers).

Recommendation 9

It is recommended that the subsidiary Limited Liability Partnerships which are created by the HDV are subject to the same governance structures as the HDV itself. The membership of these LLP boards should include the same balance and the same right of access to information. The subsidiary LLPs cannot be a method of circumventing agreed governance and decision making arrangements.

Recommendation 10

The panel recommend that a member enquiry process is established for the HDV. The operational standards for this process should be comparable to other arms length bodies for which the Council has oversight.

Recommendation 11

To promote community engagement and involvement within the HDV it is recommended that the HDV sets up a community consultative group to engage and involve local stakeholders in those areas covered by regeneration plans. This should include councillors appointed by the council as well as representatives from local community groups, residents, local business and other interested local stakeholder.

Recommendation 12

To remove any ambiguity between the role of the HDV with that of the Local Planning Authority, it is recommended that the Cabinet responsibility for each is disaggregated and allocated to separate members,

Recommendation 13

That the Council should provide further clarification and reassurance as to the future position and viability of the HRA once HRA owned land is drawn down in to the HDV.

Recommendation 14

Given that the HDV will be delivering the regeneration of local estates managed by the ALMO it is recommended that there should be an alignment of the business plans of the two organisations to ensure that there is strategic and structured process through which sites best suited for regeneration are transferred to the HDV.

7. Contribution to strategic outcomes

- 7.1 The work of the panel in assessing the governance arrangements for the HDV
- Priority 4 of the Corporate Plan to promote sustainable housing, growth and employment; and
 - Priority 5 Creating homes and communities where people choose to live and are able to thrive.

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

Finance and Procurement

The report cites Brexit and the potential financial impacts this may have on the national and local economy and the financial risks and uncertainties these pose as a potential reason to consider not proceeding with the establishment of the Housing Development Vehicle.

With any significant regeneration project based on a lifecycle of 15-20 years there will always be the potential for changes to the economy and financial risks which cannot be forecast with any certainty. However, as part of the proposed arrangements these risks will be identified and managed over the lifetime of the project. The regeneration activity will take place in phases and the arrangements allow for adequate opportunity for scrutiny of the proposals, and assessment of the viability of each scheme, at each stage.

Growth in the Haringey local economy to create employment, affordable housing and an improvement in the quality of life for its citizens will only be achieved by significant investment and the Council is not in a financial position to fund that investment itself.

In addition, the regeneration activity will potentially generate additional resources for the Council which will be important with the government's vision to move to local authority self-financing.

Consideration should also be given to the fact that there may be financial implications arising from any subsequent decision for the Council to withdraw from the proposed joint venture arrangements.

A number of the specific recommendations relate to governance or other matters which have no direct financial impact.

Recommendation 2 refers to the requirement for a risk assessment to be carried out on the business case for the Haringey Development Vehicle (HDV) and for this to be made public.

Since the Cabinet decision to approve the establishment of the HDV was made in November 2015 a lengthy OJEU procurement has been undertaken to appoint the joint venture partner and final evaluations are coming to a close and a preferred bidder will be decided shortly. The business case for the establishment of the HDV will be considered as part of the final selection process. Public information will be made available where appropriate in line with Haringey's ethos of transparency.

Recommendation 6 refers to the implementation of robust Key Performance Indicators setting clear and challenging targets for revenue and capital growth in relation to the commercial portfolio. There are certain targets which have already been set for the bidders in finalising their proposals and these will continue to be monitored and new ones added where appropriate.

The composition of the client function has not yet been determined but any resources required will need to be contained within the existing budgetary framework.

Recommendation 13 in relation to the alignment of business plans will be fully adopted as will the recommendation in relation to the consideration of the impacts on the HRA of the HDV.

Legal

The Assistant Director of Corporate Governance has been consulted on the content of this report and comments have been incorporated within.

Equality

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

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

The first phase of development sites to the HDV will be informed and supported by an Equality Impact Assessment (EqIA). This process will commence once a preferred bidder has been confirmed and when there is greater clarity on the sites that will transfer to the HDV. The EqIA will be presented alongside development business plans for individual sites.

9. Use of Appendices

There are no appendices to this report.

10. Local Government (Access to Information) Act

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Appendix 2: Recommendations

Recommendation from Scrutiny Review	Draft response (Agreed / Not agreed / Partially agreed)	Who and when
<p>Recommendation 1</p> <p>A balance has to be found in any venture involving public bodies such as the council, including not only decisions of the Cabinet but also the scrutiny function, with a responsibility to the public to be thorough and prudent. On the one hand there are opportunities and strengths within the HDV proposal and on the other there are risks and weaknesses. From what the panel has learnt through the work of this review, it is clear that very significant risks with the proposed HDV remain. What the Council, and by extension its tenants and residents, gain from the proposed HDV is far less clear than what it and they stand to lose. That is the picture that has emerged from the evidence that we have seen and heard during this review, and also from the inferences that have had to be drawn from the information that simply wasn't available.</p> <p>In terms of governance, there are a very significant set of issues, including:</p>	<p><i>This is not accepted.</i></p> <p><i>No evidence has been presented in this review to support the assertions that:</i></p>	
<p>1) A fundamental democratic deficit inherent in any such proposed structure and one of such size and scale;</p>	<p><i>This was not a topic of significant discussion in the evidence sessions for this review. Without further elaboration on the meaning or evidence of a 'democratic deficit' in this context, it is hard to respond in detail. However it is important to stress that the HDV model has been deliberately chosen precisely because – compared to the other viable options for delivering regeneration – it secures an active role for the Council and its elected members in determining the pace, scale and quality of</i></p>	

	<i>regeneration on Council owned land. The sharing of this control with a private partner is in proportion to the effort and investment which that partner is putting in, and the risk it is taking, without which regeneration would not be possible.</i>	
2) There needs to be further clarity on the role of officers joining a board and the role of councillors;	<i>This was not a topic of significant discussion in the evidence sessions for this review, and it is not clear on what specific issues clarity is required. As set out below, in making nominations to the Board of the HDV the Council will need to find the right balance of expertise and accountability in choosing not only the mix of officers and members, but also precisely which officers and members they should be. This will be essential in securing the best possible outcomes for the borough, and in counter-balancing the skills and expertise of the private partner's nominees. Where it is proposed that officers are nominated to the Board, this will still be subject to the approval of Cabinet as set out below, and within the framework of delegated authority from the Council executive under which officers act at all times. It is also worth noting that the Council nominees to the Board will always vote as a block; regardless of the mix as between members and officers are nominated, they would not be able to vote differently from each other.</i>	
3) A lack of transparency with regard to meeting structures, particularly in relation to rights of attendance at HDV meetings, and whether reports and minutes would be publicly available;	<i>This was not a topic of significant discussion in the evidence sessions for this review. There are currently no proposals on the conduct of HDV meetings or other transparency mechanisms;</i>	

	<i>transparency will be a key consideration in coming discussions with the preferred bidder about the conduct of HDV business in order to develop detailed administrative arrangements in accordance with the Council's requirements.</i>	
4) The absence of any sufficient contingency plans to mitigate the risks of a scheme of such size and scale;	<p><i>This was not a topic of significant discussion in the evidence sessions for this review. The lengthy procurement and negotiation process – which has led to the recommendation of a preferred bidder – has included the development of detailed legal agreements where the Council's principal preoccupation has been to manage its exposure to risks associated with the HDV, whether those be financial risks, reputational risks or risks that jeopardise the achievement of key HDV outcomes. The risks of not securing growth on council land – of inadequate housing and economic opportunity for Haringey residents, and of unsustainable council finances – have also been a major consideration in the decision to proceed with the HDV proposals.</i></p> <p><i>Nor is it accepted that there are 'unacceptably high risks associated with the establishment of the proposed HDV'.</i></p> <p><i>It is true that the referendum result has prompted a degree of economic and political uncertainty which was not present when the 2015 Business Case was approved. However, it is not considered that this uncertainty fundamentally changes either the long-</i></p>	

	<p><i>term demand for homes and jobs which underpins the case for development on Council land, nor the fundamentals of the property market which underpin the financial case for setting up the HDV; this latter point is borne out by the unwavering interest of the shortlisted bidders in the HDV in the wake of the referendum. Over the lifetime of the proposed HDV – expected to be at least 15-20 years – it would always have been the case that the property market would experience ups and downs; a long-term investment like that proposed by the HDV is particularly well-designed to withstand such cyclical movements, including by making adjustments to its business plans in order to adjust the phasing and mix of housing in response to market conditions.</i></p>	
<p>5) What, if any, role the Secretary of State for Communities & Local Government has, or ought to have, in authorising a scheme of such size and scale.</p>	<p><i>This was not a topic of significant discussion in the evidence sessions for this review. The role of Secretary of State is a relatively simple matter to clarify: the Secretary of State is not required to give permission for establishment of a vehicle such as the HDV. Consent from the Secretary of State may be required to allow certain actions in respect of the HDV, for example the transfer of Housing land from the Council to the HDV. Where this is the case, there is no reason to believe that consent will be withheld, and allowance for the required process can and will be made in the HDV programme for any affected site. The legal documentation in relation to HDV caters for this process, in accordance with recommendations of the Council's external legal</i></p>	

	<p><i>advisers.</i></p> <p><i>The use of joint ventures by local authorities is actively promoted in the Department for Communities and Local Government's 'Estate Regeneration National Strategy' published in December 2016.</i></p>	
<p>On the basis that at present there are no governance arrangements that adequately mitigate the risks of this scheme, the panel has no other option than to recommend that the HDV plans are halted and that further scrutiny work should be undertaken.</p>	<p><i>The detailed governance arrangements and their impact on risk was not a topic of discussion in the evidence sessions for this review. The emerging governance arrangements underpinning the HDV proposals have the management of risk at their core.</i></p> <p><i>The Cabinet has previously deliberated, in November 2015, the in-principle case for establishing the HDV. The emerging proposals for the HDV have been the subject of lengthy, detailed negotiation and consideration by Council officers and advisers, under the guidance of a Project Board comprising members of Cabinet and senior Council officers.</i></p> <p><i>Overall, while the Overview & Scrutiny Committee will no doubt wish to further consider how the HDV and its work should be the subject of further scrutiny, it is not considered necessary, appropriate or proportionate based on this recommendation and the evidence supporting it to halt the process of establishing the HDV, especially given the delay this would create in delivering much-needed homes and jobs for Haringey.</i></p>	

<p>Recommendation 1a That further scrutiny of the proposals for the establishment of the proposed HDV is undertaken between January and summer 2017. And that:</p> <p>(a) The HRSP should agree the terms of reference for this work with OSC (b) Should as a minimum encompass the potential risks identified with the HDV and plans to mitigate these.</p>	<p><i>It is for the Overview & Scrutiny Committee and the relevant panel(s) to determine the scrutiny programme.</i></p>	
<p>Recommendation 2 Given the scale and nature of the decision to authorise the proposed, final authorisation should be reserved to Full Council and not Cabinet.</p>	<p><i>This is not accepted. Whether a decision is taken by Cabinet or Full Council is determined by statute and by the Council constitution, not at the discretion of Cabinet. There may be some decisions relating to the Council's relationship with the HDV which must be taken by Full Council, but the decision to set up the HDV is an executive decision and is for Cabinet to make.</i></p>	
<p>Prior to such authorisation the panel also recommend that:</p> <p>a) That Council take note of any recommendations arising from scrutiny from Recommendation 1.</p>	<p><i>As Recommendation 1 is not accepted, this is not accepted either.</i></p>	
<p>b) A new and updated risk assessment on the Business Case for the proposed HDV is undertaken and that the terms of this risk assessment and due diligence are made public;</p>	<p><i>This is partly accepted. Any recommendation to Cabinet to establish the HDV will be accompanied by a level of risk analysis and due diligence that goes well beyond that outlined in the Business Case</i></p>	<p>Director of Housing and Growth Summer</p>

	<p><i>considered by Cabinet in November 2015. This will not be 'new' for the purposes of this decision, but will instead be a development of the existing risk analysis informed by the further and more granular assessment of risk which has been incrementally carried out by Council officers and external advisers throughout the procurement process and final negotiations with the preferred bidder and which will fundamentally underpin the legal agreements which will be put forward for approval. The Council's auditors will also conduct a review of existing risk management processes which will assist in developing mitigation strategies and action plans as the HDV emerges.</i></p>	2017
<p>c) A full consultation is undertaken among those tenants and leaseholders in estates which have been indentified for renewal through the HDV and tenants within Councils Commercial Portfolio which will transfer to the HDV upon authorisation.</p>	<p><i>This is not accepted. Agreement in principle to transfer a site to the HDV for redevelopment does not constitute any agreement to a particular proposal for redevelopment, or to a change to any resident's landlord. As acknowledged by the Panel, existing residents will be heavily involved in shaping and responding to the redevelopment proposals for each site. In respect of Council secure tenants statutory consultation under the Housing Act 1985 will be carried out with tenants as appropriate in future. Existing residents and tenants in the commercial portfolio have been kept informed about the HDV proposals as they have emerged.</i></p> <p><i>However, having taken the decision in November 2015 that an HDV-style approach was its preferred</i></p>	

	<i>model for achieving growth in homes and jobs on Council land, Cabinet does not feel it is necessary or appropriate to carry out further consultation with residents or commercial tenants on that specific topic now.</i>	
<p>Recommendation 3</p> <p>Given the proposed scale of the proposed HDV and impact of decisions taken by the HDV Board, it is recommended that the Council nominate three of the four following representatives to for the HDV Board: Leader of the Council, the Cabinet member for Housing and Regeneration, Head of Paid Service or Section 151 Officer. Other officer's participation should be solely advisory and ultimate responsibility for decisions must remain with the Leader, Cabinet Member and Head of Paid Service.</p>	<p><i>This is not accepted, for two principal reasons. First, the nominees to the Board need to combine accountability with appropriate levels of expertise in regeneration and other matters. The posts named above will not always offer the expertise required. Second, the proposed governance proposals for the HDV include a mechanism whereby – when the Board is deadlocked on any given issue – that issue can be escalated for negotiation and determination by the most senior figures in the two member organisations. If the Leader of the Council and/or the Head of Paid Service is already on the Board of the HDV, this escalation mechanism has nowhere to go, increasing the risk of complex external determination or – worse still – the forced wind-up of the HDV.</i></p> <p><i>Nominations to the Board of HDV are an executive function and will accordingly be made by Cabinet.</i></p>	
<p>Recommendation 4</p> <p>To help assist in managing any conflicts of interest (COI) that may arise, it is recommended that:</p>	<i>It is accepted that officers should be clear and confident about their responsibilities as a nominee to the HDV Board. The Council will take advice on whether and how to codify this into a formal protocol</i>	<p>Director of Housing and Growth</p> <p>Summer</p>

<p>(a) an officer protocol is developed which sets out the expectations of those officers in representing the council on the HDV Board, potential areas where conflict of interest may arise and how these may be resolved or avoided.</p> <p>(b) Officer and member representatives on the HDV board should undergo regular training and update to ensure that they can appropriately identify when COI may be resolved or avoided.</p>	<p><i>which goes beyond existing requirements as set out in contracts of employment and Council guidance on appointments to external bodies.</i></p> <p><i>Once nominations (of officers and Members) have been confirmed, personalised packages of briefing and training will be prepared for each nominee, tailored to their existing levels of expertise and experience in the relevant matters and taking account of any protocol that is agreed.</i></p>	2017
<p>Recommendation 5</p> <p>(a) It is recommended that the Corporate Business Plan is presented to Overview & Scrutiny on an annual basis and through which the overall performance and impact of the HDV can be monitored, reviewed and assessed.</p>	<p><i>It is accepted that the Overview and Scrutiny Committee should have an annual opportunity to review the HDV's Strategic Business Plan and performance against it.</i></p>	<p>Director of Housing and Growth</p> <p>Ongoing</p>
<p>(b) It is recommended that individual Business Development Plans for prospective site developments should:</p> <p>(i) Contain the full business case, risk analysis, key decisions and housing tenures and mix for the development.</p>	<p><i>This is partly accepted. These elements are certainly anticipated for inclusion in all Development Business Plans, though it may be that the <u>full</u> business case will be considered too detailed to be helpful in informing a Cabinet decision. Instead, a detailed summary may be a more efficient approach.</i></p>	<p>Director of Housing and Growth</p> <p>Summer 2017</p>
<p>ii) Be scrutinised by Overview & Scrutiny Committee before agreement and finalisation by Cabinet</p>	<p><i>This is not accepted. Development Business Plans will – prior to recommendation to Cabinet – be subject to significant engagement with a wide range of stakeholders. It is not considered appropriate, proportionate or consistent with previous precedents for pre-decision scrutiny, to introduce a requirement</i></p>	

	<i>of this nature. However it is proposed that the Overview and Scrutiny Committee could, as part of its annual review of the HDV's Strategic Business Plan, also review key elements of any emerging HDV Development Business Plans which are likely to be recommended to Cabinet in the coming year.</i>	
(iii) Be reviewed by Overview & Scrutiny Committee at a date and frequency determined by that Committee to assist in monitoring and evaluation	<i>This is partly accepted. It is proposed that the Overview and Scrutiny Committee should, as part of its annual review of the HDV's Strategic Business Plan, also review any current Development Business Plans.</i>	Director of Housing and Growth Ongoing
Recommendation 6 It is recommended that the council develop a clear and robust set of Key Performance Indicators (KPI) for the HDV. These should include: (i) Challenging targets for both revenue and capital growth from the management of the Council's commercial property portfolio; (ii) Ambitious outcome regeneration outcome targets to help improve the health, wellbeing, safety and life chances of those within regeneration areas (and beyond).	<i>This is accepted. Performance measures on the above items – and a range of other key outcomes from the HDV's work – will be written into the business plans that will be approved by the Council and adopted by the HDV upon the HDV's establishment later in 2017, and updated from time to time.</i>	Director of Housing and Growth Summer 2017
Recommendation 7 To support the management of the operational risk of the HDV it is recommended that: (a) Expert independent advice continues to be obtained to ensure that the HDV operates in the interest of the Council, residents and service users;	<i>This is accepted. The Council may from time to time need to call on expert external advice – of a commercial and/or legal nature – in order to optimise the outcomes and manage the risks arising from the HDV's work. It is not expected that the Council would retain advisers on a long term basis, but instead that it would procure specific advice when required, subject always to available budget and using appropriate procurement frameworks and call-</i>	Director of Housing and Growth Ongoing

	<i>off contracts where possible.</i>	
(b) The appointment of the HDV auditors should be a reserved decision and taken with the approval of both partners (the Council and Investment Partner);	<i>This is not accepted. The appointment of the HDV auditors will be a matter for the HDV itself. Council nominees to the Board will participate in this decision, but it is not common practice to reserve this decision to the members of company, and there are not considered any special circumstances in this case why this particular decision should be reserved in this way.</i>	
(c) To help identify risks, ensure the effectiveness of controls and providing reassurance to the Council and its members it is recommended that the Council's Audit & Risk function has unfettered access to information on the operation of the HDV;	<i>This is accepted in principle. The Council's constitution sets out the audit function's right of access to information within the remit of the Council's control, and the Council's s151 Officer has a statutory responsibility to ensure an adequate and effective control environment for all areas of council investment. The Council's audit function will certainly need to have access to any information about the work of the HDV relating to the Council's membership or interest in the HDV or to risks to which the Council is exposed through the work of the HDV.</i>	Director of Housing and Growth Ongoing
(d) Given the proposed scale of the proposed HDV, it is recommended that the Council ensure that there is sufficient resource within the Audit & Risk function to provide the necessary assurance and where necessary, expert input should be commissioned to support the A & R function in relation to the HDV.	<i>This is accepted. The Council's Audit and Risk function will need sufficient resource – including support from its externally procured internal auditors – to appropriately carry out its function in relation to the HDV and its relationship with the Council. In early 2017, the Council and its auditors are planning a project on the Council's relationship with the HDV</i>	Head of Audit and Risk Management Ongoing

	<i>which will include consideration of the longer-term audit arrangements and what the Council will need to put in place to ensure appropriate audit activity in the future. The Council's current internal audit partner is a large organisation with significant experience in providing support to both the private and public sectors, with access to a wide pool of expertise. Should it be identified that the audit partner does not have the relevant expertise to undertake any specialist assurance reviews, the Council has the facility to commission further independent work to obtain the assurance it requires.</i>	
Recommendation 8 To support the client management function: (a) It is recommended that there should be a dedicated accountable officer (who is not a representative on the HDV Board) at the Council to manage the interface between the Council and the HDV and provide liaison support between officers and bodies of respective partners.	<i>This is accepted. It is proposed that the lead accountable officer for managing the Council's relationship with the HDV will be the Director of Housing & Growth, who will not be one of the Council's nominees to the Board of the HDV.</i>	Director of Housing and Growth Summer 2017
(b) That sufficient resource is made available to support both the proposed dedicated accountable officer and other officers representing the council on the HDV board (including how this is reflected in the job description and role makeup of officers).	<i>This is accepted. The recent restructure of the Regeneration, Planning & Development department of the Council has made provision for just such a dedicated resource. Further, staff from across the Council – including (but not limited to) officers from Housing & Growth, Regeneration, Commissioning, Public Health, Commercial & Operations, Transformation & Resources and Strategy & Partnerships – will work closely with the Director of</i>	Director of Housing and Growth Summer 2017

	<i>Housing & Growth, and directly with the HDV, on managing the relationship and securing the desired outcomes from the HDV's work. Staffing needs will be kept under close review throughout the life of the HDV, and in particular during the early months.</i>	
Recommendation 9 It is recommended that the subsidiary Limited Liability Partnerships which are created by the HDV are subject to the same governance structures as the HDV itself. The membership of these LLP boards should include the same balance and the same right of access to information. The subsidiary LLPs cannot be a method of circumventing agreed governance and decision making arrangements	<i>This is accepted. Where subsidiary LLPs are created under the whole ownership of HDV, the presumption is that the HDV Board will also act as the Board of that subsidiary under the same arrangements as for the main HDV Board.</i>	Director of Housing and Growth Summer 2017
Recommendation 10 The panel recommend that a member enquiry process is established for the HDV. The operational standards for this process should be comparable to other arms length bodies for which the Council has oversight.	<i>This is partly accepted. The HDV will need an agreed mechanism for handling member enquiries. There will also be arrangements to make sure that ward councillors are effectively involved in local projects throughout the development process.</i> <i>However, it is important to stress that the HDV will not simply be a wholly owned arms' length body of the Council – such as Homes for Haringey for example – but is instead a separate private entity of which the Council owns 50%. The precise mechanism will therefore need to be agreed with the HDV.</i>	Director of Housing and Growth Autumn 2017
Recommendation 11 To promote community engagement and involvement within the HDV it is recommended that the HDV sets up a community consultative group to engage and involve local stakeholders in those areas	<i>This is partly accepted. Thorough, timely and meaningful community engagement will be essential to the success and credibility of the HDV. In order to capture local issues in the most direct way, and</i>	Director of Housing and Growth End 2017

covered by regeneration plans. This should include councillors appointed by the council as well as representatives from local community groups, residents, local business and other interested local stakeholder.	<i>ensure that local people and businesses can directly influence what happens in their neighbourhoods at the right time, it is likely that these arrangements will be mostly on a site-by-site or at least area-by-area basis. Detailed proposals for engagement will be developed by the HDV, in collaboration with local communities, in the early months of the HDV's life, building upon the proposals discussed during the procurement process.</i>	
Recommendation 12 To remove any ambiguity between the role of the HDV with that of the Local Planning Authority, it is recommended that the Cabinet responsibility for each is disaggregated and allocated to separate members.	<i>This is accepted. Whilst the Cabinet Member for Planning is not part of the local planning authority, Cabinet responsibility for Planning will not sit with the member or members that are nominated to the Board of the HDV or with a member who otherwise has lead responsibility for the relationship with HDV.</i>	Leader of the Council Summer 2017
Recommendation 13 Given that the HDV will be delivering the regeneration of local estates managed by the ALMO it is recommended that: (i) there should be an alignment of the business plans of the two organisations to ensure that there is strategic and structured process through which sites best suited for regeneration are transferred to the HDV;	<i>This is accepted. Close collaboration between Homes for Haringey and the HDV will be essential, from strategic planning right through to day-to-day operations. This will indeed be particularly important in the lead-up to any decision to transfer a site currently managed by Homes for Haringey, but will be equally important in other areas of joint work, for example in managing housing estates where multi-phase estate renewal is underway and in managing blocks containing both Council-owned homes and HDV-owned commercial properties. Sites can and will only be transferred to the HDV once full resident consultation has taken place (and in accordance with the HDV documentation).</i>	Director of Housing and Growth Ongoing

<p>(ii) Further clarification and reassurance is provided as to the position and future viability of the HRA once HRA land is drawn down in to the HDV.</p>	<p><i>This is accepted. The impact on the Council's Housing Revenue Account will have to be understood as part of any decision to transfer a site to the HDV. This will be set out as part of the financial implications in any Cabinet decision to transfer sites to the HDV, whether as part of the initial decision to set up the HDV (for the first phase of sites) or in any later decision to transfer further HRA sites to the HDV. It will in turn be reflected in the Council's HRA business plan.</i></p>	<p>Chief Operating Officer</p> <p>Ongoing</p>

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Report for: Cabinet, 14 February 2017

Item number: 10

Title: Haringey Development Vehicle – Appointment of Preferred Bidder

Report

authorised by: Lyn Garner, Director of Regeneration, Planning & Development

Lead Officer: Dan Hawthorn, Assistant Director for Regeneration

Ward(s) affected: All

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

- 1.1 The purpose of the report is to advise Cabinet of the outcome of the Competitive Dialogue procurement process under the Public Contracts Regulations 2015 authorised by Cabinet on 10 November 2015, to procure an investment and development partner with which to establish the Haringey Development Vehicle ('HDV').
- 1.2 Cabinet is asked to approve the selection of the preferred and reserve bidders; to approve the next stage of work to refine and clarify the preferred bidder's proposal, with a view to establishing the HDV; and to note the emerging arrangements for governance of and management of the relationship with the HDV.

2. Cabinet Member Introduction (Cllr Strickland, Cabinet member for Housing, Regeneration & Planning)

- 2.1 Haringey has a proud track record as well as an ongoing commitment to regeneration, social inclusion and poverty reduction and it is crucial we continue to develop innovative and bold plans that improve housing standards, educational outcomes and life opportunities for everyone in the borough, including the most vulnerable and disadvantaged.
- 2.2 Growth is at the heart of our ambitions for Haringey. Our residents need new homes to tackle the rising cost of housing and increased homelessness, and new jobs to improve their incomes and prospects. And growth in council tax and business rates is essential to a sustainable future for the Council and the services on which its residents depend. As a result of years of funding cuts and the removal of housing subsidy grant, Haringey, like many London boroughs, does not have enough funding to build large numbers of homes. Haringey faces a huge housing funding shortfall, with remaining Housing Revenue Account borrowing of £50m, but a repairs shortfall over 30 years of £250m against the full Decent Homes standard, and regeneration costs of around £900m on Love Lane and more than £1.5bn on Northumberland Park alone for new homes, associated infrastructure and community facilities.

- 2.3 There is of course a need to strike a careful balance between our ambitious plans to see significant and sustainable regeneration, including the building of many more affordable homes across Haringey in general, and in Tottenham and Wood Green in particular, with an equal focus on detailed project planning, risk management and value for money. The purpose of the development vehicle is to deliver on the commitments we have made to Haringey - creating new jobs, new business space, new green space, and ensuring there are schools, GP surgeries and community facilities. The Council will also retain democratic control, and decisions about each site will be made by the Cabinet, in public.
- 2.4 In agreeing this approach, we make clear commitments: to do our utmost to re-house council tenants in the area where they currently live and on similar terms, if that's what they want; that a Resident's charter is adopted, which sets out the expectations of Northumberland Park residents and is written by the residents themselves; that the development vehicle will be bound by our planning policy requiring 40% affordable housing; and that consultation with residents is guaranteed, with a commitment that sites can only be transferred to the vehicle once that has taken place.
- 2.5 This decision – to approve a preferred bidder with which to establish that vehicle – is a critical and exciting step towards delivering our growth ambitions. Crucially, the process which has led to this stage, and the work that lies ahead, have at their core the aims of securing the best possible growth outcomes for Haringey and the best possible financial position for the Council, while minimising and managing the risks to the greatest possible extent. While there remains inevitable risk in any development project, I am clear that the alternative path – of turning our back on growth, investment and opportunity – presents the far greater and graver risk, to the Council and to the people of Haringey.

3. Recommendations

It is recommended that Cabinet:

- 3.1 Notes the outcome of the Competitive Dialogue Procedure under the Public Contracts Regulations 2015 as outlined in this report.
- 3.2 Agrees to the selection of Lendlease as preferred bidder with whom the Council will establish the joint venture HDV.
- 3.3 Agrees to the selection of a reserve bidder as set out in the exempt part of this report.
- 3.4 Agrees to proceed to the Preferred Bidder Stage ('PB Stage') so the preferred bidder's proposal can be refined and optimised, in particular to formalise the structure of the vehicle, finalise legal documents and further develop site and portfolio business plans, as required to establish the HDV; and gives Delegated Authority to the Director of Regeneration, Planning and Development after consultation with the Leader of the Council to agree any further documentation as is required at the PB Stage.

- 3.5 Notes the emerging arrangements for governance of the vehicle and its likely shadow implementation, and emerging issues informing the management of the Council's relationship with the vehicle.
- 3.6 Agrees to receive a further report recommending approval of the final documentation to support the establishment of the HDV and agreement of the relevant business plans, following further refinement at preferred bidder stage.

4. Reasons for decision

The case for growth

- 4.1 The Council's corporate plan makes a strong commitment to growth. Specifically, it identifies the need for new homes to meet significant housing demand which is making decent housing unaffordable for increasing numbers of Haringey residents, and causing more and more families to be homeless. It also identifies the need for more and better jobs, to revitalise Haringey's town centres, increase household income for Haringey residents and give all residents the opportunity to take advantage of London's economic success. This commitment to growth is further reflected and developed in the Council's Housing Strategy and Economic Development & Growth Strategy.
- 4.2 Growth is also essential to the future sustainability of the Council itself. With Government grant dwindling, local authorities are increasingly dependent on income from council tax and – in light of recent reforms – business rates. Without growing the council tax and business rate base, the Council will increasingly struggle to fund the services on which its residents depend. Improvement in the living conditions, incomes, opportunities and wellbeing of Haringey residents will also not only improve their quality of life, but also reduce demand for Council and other public services.
- 4.3 The risks of failing to secure growth in homes and jobs – or of securing growth at low quantities, quality and/or pace – are significant:
- Failure to meet housing demand will lead to more and more families unable to afford a home in the borough, either to rent or buy, deepening the already stark housing crisis.
 - Failure to meet housing demand will also drive up levels of homelessness, not only leading to more households finding themselves in crisis, but also increasing the already significant pressure on the council budget through increased temporary accommodation costs.
 - Failure to increase the number of jobs in the borough will lead to fewer opportunities for Haringey residents to boost their incomes and job prospects, less vibrant and successful town centres with less activity and spending during the working day, and increased risk of 'dormitory borough' status as working residents leave the borough to work elsewhere.
 - Insufficient or poor quality housing, low employment and poor quality urban environments are all linked to poor public health outcomes which in turn place a burden on Council and other public services; improved outcomes for residents also create reductions in demand-driven public sector costs.

- Low levels of development reduce the Council's receipts in s106 funding and Community Infrastructure Levy, in turn reducing the Council's ability to invest in improved facilities and infrastructure (like schools, health centres, open spaces and transport) and in wider social and economic programmes such as those aimed at improving skills and employability.
- Failure to grow the council tax and business rate base will increasingly lead to a major risk of financial instability for the Council, and to further, deeper cuts in council budgets and hence to council services as Government grants dwindle to zero over the coming years.

Options for driving growth on Council land

- 4.4 The Council cannot achieve its growth targets without realising the potential of unused and under-used council-owned land. Accordingly, in autumn 2014 the Council commissioned work from Turnberry Real Estate into the options for delivering these growth objectives, either on its own or in partnership with the private sector. Turnberry also examined the market appetite for partnership with the Council to deliver new housing and economic growth.
- 4.5 In February 2015 Cabinet, on the basis of this work, agreed to commission a more detailed business case to explore options for delivery. At the same time, the member-led Future of Housing Review concluded (as set out in its report to Cabinet in September 2015) that a development vehicle was 'likely to be the most appropriate option' for driving estate renewal and other development on Council land.
- 4.6 The business case developed following Cabinet's February 2015 decision compared a number of options for achieving the Council's objectives, and ultimately recommended that the Council should seek through open procurement a private sector partner with whom to deliver its objectives in an overarching joint venture development vehicle. This business case, and the commencement of a procurement process, was agreed by Cabinet on 10 November 2015.

The joint venture development vehicle model

- 4.7 The joint venture model approved by Cabinet on 10 November 2015 is based on bringing together the Council's land with investment and skills from a private partner, and on the sharing of risk and reward between the Council and partner. The Council accepts a degree of risk in that it will commit its commercial portfolio to the vehicle, and will (subject to the satisfaction of relevant pre-conditions) also commit other property, as its equity stake in the vehicle. It has also to bear the costs of the procurement and establishment of the vehicle, and a share of development risk. However, in return, the contribution to its Corporate Plan objectives, including high quality new jobs, new homes including affordable homes and economic and social benefits, would be at a scale and pace that would otherwise be unachievable. The Council will also receive a financial return, principally through a share of profits, that it can reinvest in the fulfilment of its wider strategic aims as set out in the Corporate Plan.

- 4.8 Under this model, the development partner matches the Council's equity stake, taking a 50% share of the vehicle and hence a 50% share of funding and development risk. In return, and by maintaining strong relationships and delivery momentum, they obtain a long term pipeline of development work in an area of London with rising land values, and with a stable partner.

The preferred bidder decision

- 4.9 As well as approving the business case for establishing the HDV, at its meeting on 10 November 2015 Cabinet also resolved to commence a Competitive Dialogue Procedure under the Public Contracts Regulations 2015 to procure an investment and development partner with which to establish the HDV. Following a compliant procurement process, the preferred bidder is recommended in this report.
- 4.10 By approving the final stage of work with a single preferred bidder, paving the way for a final agreement and establishment of the vehicle later in 2017, Cabinet will be taking the next vital step in unlocking the considerable growth potential of the Council's own land and meeting a number of core Council ambitions.

5. Alternative options considered

- 5.1 In November 2015, Cabinet considered and approved a business case for establishing an overarching joint venture vehicle to drive housing and job growth on council land. That business case identified and assessed a number of alternative options for achieving the Council's objectives, and found that the overarching joint venture vehicle would be the most effective mechanism of achieving those goals.
- 5.2 The Council has reserved its position to not appoint any of the bidders in the event of the bids not being satisfactory, or otherwise not wishing to proceed. The report outlines the benefits and projected outcomes that will arise from the appointment of the proposed preferred bidder, and how they meet the Council's objectives and aspirations as set out in the November 2015 report to Cabinet. If the Cabinet chooses not to appoint any bidder, it will not obtain these likely benefits.
- 5.3 Notwithstanding the above, choosing a preferred bidder does not at this stage commit the Council to enter into an agreement, or indeed to the establishment of the HDV at all. That decision is taken after the close of the preferred bidder stage and will be the subject of a further report to Cabinet.
- 5.4 The Council has within its procurement documentation made clear to bidders that bidders' participation in the process is at their own expense, that the Council will not be responsible for bid costs and that it is not obliged to accept any tender.

6. Background information

The importance of growth

- 6.1 As set out in section 4 above, growth in housing and jobs is key to the Council's long term strategy for the future of the Borough. Growth is needed to meet the needs and expectations of current and future residents, and to help them prosper. Housing and employment will improve the quality of life for residents, reduce demand for Council and other public services. Further, the resulting growth in Council tax and business rate income will help to put the Council's finances on a more sustainable long term footing as grant funding and other revenues decrease.
- 6.2 The Council has made a major commitment to growth in housing and employment through the Council's own Corporate Plan 'Building a Stronger Haringey Together', and through its own contribution to the London Plan, which says that the Borough needs to provide 20,000 new jobs and 19,000 new homes over the next 15 years. The nature and scale of these ambitions are further set out in the Council's Economic Development and Growth Strategy and Housing Strategy. For Tottenham, the Strategic Regeneration Framework sets out the need to deliver at least 10,000 new homes and 5,000 new jobs in Tottenham over the next twenty years. In Wood Green, a draft Area Action Plan – based on a high growth vision for the town centre – was approved by Cabinet in January 2017 and will be the subject of further public consultation later in 2017.

Delivering growth on Council land

- 6.3 To deliver economic growth and provide new housing on the scale required, the Council has to use its own landholdings. Estate renewal on the Council's large and medium sized estates also provides a major opportunity to increase the number of homes, to improve the mix of tenures and sizes and to address the condition of the housing stock.
- 6.4 Strategically there are a number of factors that demonstrate Haringey's readiness for development of new homes and jobs on a scale that such a vehicle could deliver: in planning policy terms, with the development of the Local Plan, site allocations and Area Action Plans for Tottenham and Wood Green; from the Council's work on regeneration with the Strategic Regeneration Framework for Tottenham, and the emerging Wood Green Investment Framework; and with the Housing Strategy and the Housing Investment and Estate Renewal Strategy.
- 6.5 The Council does not have the financial resources to achieve its Corporate Plan objectives on its own land alone. In common with many local authorities and public sector bodies, the Council has a demonstrable shortage of investment capacity and expertise to deliver the schemes required.
- 6.6 The value of seeking a private investment partner is that they will bring both capital resources, and skills and expertise to help achieve the Council's objectives. Financial returns will accrue on a phased basis giving the Council the option to spend these on further development (including affordable housing), on wider social and economic benefits or on other corporate plan objectives. During the Future of Housing Review, the member review group felt that in principle, some kind of development vehicle was needed as the Council has little choice of option to achieve its objectives.

- 6.7 In autumn 2014, the Council commissioned Turnberry Real Estate to carry out a high level feasibility study of the options for driving development, as well as soft market testing to see if there was interest from potential private sector partners in taking forward development in Haringey. Exploratory discussions with a range of developers, investors and development managers – the potential private sector partners – confirmed that this was indeed the case. The market sees Tottenham and Wood Green as areas of high potential, believes in the Council's 'affordable London' message and shares the interest and belief in mixed tenures including private rented housing. The market has a growing confidence in the Council's leadership.
- 6.8 Following the approval of Cabinet on 10 February 2015, the Council appointed commercial advisers (Bilfinger GVA with Turnberry Real Estate) and legal advisers (Pinsent Masons) to examine in detail the feasibility of a joint venture development vehicle for Haringey, alongside other options for driving development, and to work with officers and advise the Council on the procurement of the investment and development partner and the establishment of the HDV.

The Future of Housing Review Group

- 6.9 At the same time as this work was underway, the Council's separate review of the Future of Housing demonstrated forcibly that there is insufficient capital funding available to deliver all the Council's aspirations, and because of that the potential options for maintaining homes, delivering new housing and economic growth are extremely limited. It also concluded that a joint venture development vehicle may be a potential solution.
- 6.10 The report of the independent advisor supporting the review noted that:
- a range of development vehicles has been established country wide. These are predicated on carrying out regeneration and development through use of local authority assets. They can be local authority owned companies which operate outside the Housing Revenue Account, borrowing and ultimately holding assets in the General Fund. Alternatively, they can involve the private sector in a number of forms usually in some form of partnership or joint venture, generally on a 50:50 shared basis. In this case, the Council puts its land or buildings into the vehicle, and the private sector partner brings finance, skills and business acumen.
 - where a development company is established, it is most likely to be developing new housing, frequently through demolition and redevelopment of existing properties. It is unlikely to be established principally as a refurbishment vehicle. The premise of the company is likely to be based on enhancing land values, predominantly by intensification of development. They will not only deliver housing but often employment and retail uses as well. The purpose of this model is to increase the available stock of socially rented and affordable housing, and there is not likely to be a net loss of social housing, at least on a room by room basis, when considered across the area as a whole.

- as far as the housing produced by such a vehicle is concerned, the review noted that tenure will vary from social housing, through ranges of affordable to open market housing. The ultimate ownership of such social and affordable housing can also differ. It may be returned to the Council, or passed to a housing association or indeed held in the company. At present local authority controlled companies can hold property exempt from the right to buy, but the Government has signalled its intention to remove this exemption. This will leave joint venture vehicles, part owned by the private sector, as the only mechanism whereby properties can be protected for social use. The relationship with tenants, where a development vehicle is proposed will be one of rehousing and return, rather than of transfer. Leaseholders will effectively negotiate on an open market sale basis; with of course the ultimate possibility of compulsory purchase.
- the governance and financial structures will vary from case to case. Subject to the viability of their schemes such vehicles have a significant part to play in increasing new build homes, and of bringing about regeneration. The down side is that Councils taking part in such vehicles do take on some development risk. When such vehicles are successful, they can provide Councils with a long term revenue return, and the opportunity to enhance social and community provision in an area.
- the overall viability of the proposals will depend significantly on the location of the estate and existing / potential density of the estate. It will also depend on the scope to produce some market sales and market rented properties in order to cross subsidise the replacement social (or affordable) rented dwellings.

6.11 The member review group that drove the Future of Housing project concluded that *'To deliver improvements to homes on major estates, the Review Group recommends that a development company is likely to be the most appropriate option. A proposal should be brought forward for a development vehicle, either Council owned or a joint venture. Given the importance of improving major estates, we recommend that a proposal is brought forward swiftly for consideration.'*

6.12 At its meeting in September 2015 Cabinet endorsed the recommendation that:

'a development vehicle is potentially the best solution to progress major estate renewal, maximise the potential for investment in the Council's housing stock, and the delivery of new social and affordable housing. That the Council should aim to replace the same number of affordable habitable rooms and that the deal for tenants is broadly comparable under the Vehicle. A separate report will be brought to Cabinet on this.'

The development vehicle concept

6.13 At its meeting on 10 November 2015, Cabinet considered a detailed report which outlined the various options for progressing its ambitions, based on the business case it had commissioned in February 2015. It noted that following soft market testing by Turnberry Real Estate Ltd, there was market interest in a

development vehicle, and that the Council's member-led Future of Housing Review group felt that some kind of development vehicle was an option to help the Council achieve its objectives, given the financial constraints and the limited choice of options available.

6.14 Cabinet also approved the objectives that had been developed by officers and Cabinet members, against which the options for driving development were tested in the business case, and which were subsequently incorporated into the procurement documentation. These were:

- To deliver growth through new and improved housing; town centre development; and enhanced use of the Council's property portfolio.
- To achieve and retain a long term stake and control in the development of the Council's land, maintaining a long term financial return which can be reinvested in accordance with the Council's statutory functions, on new housing, on social and economic benefits or on other Corporate Plan objectives.
- In partnership with the private sector, to catalyse the delivery of financially unviable schemes.
- Achieve estate renewal by intensification of land use and establishment of a range of mixed tenures, together with tenure change across the Borough where appropriate.
- To secure wider social and economic benefits in areas affected, including community facilities, skills and training, health improvement or crime reduction for the benefit of existing residents.
- To incorporate land belonging to other stakeholders, both public and private sector, into development.

6.15 The report was clear that as well as the housing and employment outcomes, and the financial returns, the wider social and economic benefits of the vehicle were critical to its success and that these would be central to the evaluation of potential partners.

6.16 The business case considered by Cabinet assessed the pros and cons of six potential options for driving growth on Council land. These were:

Option1: Base Case

The Council continues with its current approach i.e. taking forward and developing out sites, including undertaking the restructuring of the commercial portfolio. The Council continues to provide funding and uses available grant funding to work up sites in conjunction with the relevant stakeholders as appropriate.

Under this option, the Council would continue to take forward assets itself. This could be done through site sales/disposals, the Council developing out sites itself, through development agreements with clawback provisions etc. This option would therefore involve the use of conventional structures to take forward sites, and would to an extent be dependent on the Council's appetite for risk and the availability of funding (including grant funding) to take sites forward.

This option carries limited risk to the Council, but stands no chance of delivering the Council's aspirations particularly given that there appears little likelihood of sufficient funding being available to facilitate this option in any realistic timetable.

Option 2: Disposal of Individual Sites

The Council takes forward sites (subject to available resources, financial resources and grant funding) and then sells the sites into the market. Sites could be sold individually or packaged up and sold as portfolios e.g. the commercial portfolio. Sites could be sold on a phased basis over time through development agreements (with or without overage provisions) to the private sector or other public sector stakeholders, or through straight disposals.

This would involve the Council marketing sites so that they could be disposed of on a straight sale basis e.g. disposal on the open market as freehold or leasehold assets. It is likely that those sites which do not fit the objectives of the Council would be sold on a straight sales basis. However, the large regeneration schemes and town centre sites would be marketed with appointment of a strategic development partner i.e. entering into a development agreement with a development partner in the short/medium term.

Under this structure the Council would enter into a traditional development agreement with a development partner and the site would be drawn down as development pre-conditions are satisfied i.e. the site is drawn down in phases as specific "development criteria" are satisfied. The development partner would need sufficient financial and resource capability to provide the necessary funding for the site development, achieving planning etc.

The Council is able to exercise control through planning powers and is able to insert conditions as to when development should commence, albeit this will impact on sale value. The Council would also receive sale proceeds and overage as the site is developed out.

There are serious questions as to whether the Council's aspirations are deliverable through this route:

- This option would produce considerably less financial benefit for the Council, reducing the amount to be reinvested or used to cross-subsidise the stated socio-economic objectives and Corporate Plan outcomes.
- While there is little development risk to the Council through this approach the private sector will consider these developments more risky without the appeal of a guaranteed pipeline of development, with consequent increased costs and lower returns.
- In the bigger schemes such as Northumberland Park Regeneration Area it is doubtful given the level of initial funding required that the market would be interested in the short term, if at all.
- Without the opportunity for a development vehicle to mitigate borrowing for Compulsory Purchase Order (CPO) costs, it is likely that the impact on the Council's borrowing requirement will be higher, and given the risk issues discussed above, it will be harder to persuade a developer to fully indemnify the Council for these costs.

- Given the support of the Mayor for vehicle-type approaches further Housing Zone funding may be less likely.
- The ultimate result of this will be significantly less delivery, for example in the number of housing units delivered.

Option 3: Outsource Asset Management and Services

The Council outsources the management of its entire development portfolio, including the commercial portfolio (which is currently managed in-house) and the responsibility for development of the large estate renewal sites, to a third party provider who provides services on behalf of the Council. This could include sale and leaseback and services provision, increased asset management and facilities management, refurbishment programmes, undertaking surplus property disposals and development of key sites as part of a full outsourcing service. A key focus would be on maximising returns from the portfolio, usually through 'sweating' the assets i.e. increased asset management of investment generating assets.

This option is relatively low risk but suffers from the same issues with regard to deliverability as the previous two options. While this would bring financial benefits it is impossible to see them being sufficiently significant to deliver the Council's stated socio-economic objectives and Corporate Plan aspirations.

Option 4: Council Wholly-Owned Vehicle

A vehicle is established which is wholly owned by the Council. This vehicle is an independent company (i.e. wholly owned by the Council, albeit as an arm's length organisation) which is not controlled by the borrowing limitations, and therefore funding implications, of the HRA restrictions. It has the potential to offer greater flexibility on tenure and the ability to develop mixed tenure schemes including homes for sale, shared ownership, and most importantly, rented accommodation at social/affordable/market rents. This flexibility can enable cross subsidy between tenures, with market sale or rent homes enabling the provision of more affordable homes which would be the priority for the company. The assets and debts of the company will remain on the public sector balance sheet, with private sector involvement limited to works and services paid for by the company. A local example of this approach is Broadway Living, the local authority company wholly owned by the London Borough of Ealing.

To achieve the Council's aspirations through a wholly-owned company, the Council would need to support all the costs (of compulsory purchase, development, sales and marketing etc) through borrowing. All this money, and all the development risk, would be the Council's responsibility throughout the process, so this is clearly a high risk option. This option is not feasible from the Council's point of view on a financial basis, because of the high levels of borrowing required and consequent costs of servicing the borrowing.

In addition, it is highly unlikely that a wholly-owned company could deliver the scale of outputs required. The wholly owned companies set up by other London authorities are generally delivering significantly fewer homes than we anticipate building through this vehicle, without considering the town centre, economic and growth ambitions that the Council has. The range of delivery varies, but is typically less than 500 homes over a five year period, though the sponsoring Councils will aspire to higher in due course.

It remains unlikely that a wholly-owned vehicle would be able to address the skills and capacity issues more effectively than the Council itself. Further, housing kept in a wholly-owned company would also create potential exposure to the right to buy, as it is understood that the Government is closely monitoring the situation with these types of vehicles and may bring forward legislation in due course to enforce the right to buy and compulsory disposal.

Option 5: Site Specific or Asset Focused Vehicles

Under this option the Council would establish site or asset specific vehicles, predominantly for the estate renewal sites, and the town centre assets, with different private sector delivery partners. Each individual vehicle would take the form of a special purpose vehicle, which would be owned equally by the Council and different private sector partners. Each vehicle would be for a specific asset, for example carrying out estate renewal at Northumberland Park Regeneration Area; or town centre redevelopment in Wood Green; or development of individual medium sites.

Each vehicle would need to be procured separately and would require its own governance structure with associated management resource and costs.

The Council could invest particular sites into specific individual vehicles for example a housing vehicle, which would develop the Council's large housing estates such as Northumberland Park Regeneration Area, and smaller estates across the Borough that have proved uneconomical to invest in. The private sector partner would invest the equity. The vehicle would then work up the site up according to a pre-agreed business plan. The site could revert back to the Council if the vehicle does not progress the site as specified.

A separate vehicle could be bought forward using the council's assets to support Town Centre regeneration, which would seek to reinvigorate Wood Green. A partner would invest equity and the Vehicle would then develop the site according to a pre-agreed business plan. Again, the site(s) could revert back to the Council if the Vehicle does not progress the asset as specified.

Having a number of separate vehicles would make it more difficult for the Council to include receipts from profitable schemes to support more financially challenging opportunities in a State aid compliant manner than would be possible with a single vehicle. Managing a stake in several difficult vehicles may also place a greater governance burden on the council than would a single vehicle.

Option 6: Overarching Vehicle

This option builds on the initial concept set out at Option 4. However, under this option the Council and a strategic partner e.g. a development partner or strategic funding investment partner, create an overarching strategic partnership through an Overarching Vehicle ("OV"). The OV can then take assets forward by way of different delivery mechanisms beneath the overarching level through for example development agreements, joint ventures etc. Assets could be taken forward individually, as portfolios or through sub portfolios of assets. The structure would also allow for the cross funding of

income from the commercial portfolio and quick win projects (i.e. value release properties) to be used to fund projects such as the key estate renewal sites.

The OV could also provide an asset management role to enhance returns from the assets in this portfolio or be established with an investment partner with delivery of sub portfolios beneath this using development partners and local services providers.

This model is already used by a number of local authorities and public agencies in the UK to bring forward major development on their land, where those authorities do not have the investment capacity and skills to achieve the best possible regeneration outcomes for the council without a partnership approach of this kind. A joint venture development vehicle can combine Council land with private investment and expertise while maintaining an appropriate degree of Council control over the pace and quality of development. It can also potentially give the Council a long term income stream as well as capital returns, which may be reinvested in accordance with the Council's statutory functions, on new housing, on social and economic benefits or on other Corporate Plan objectives.

The OV could also act as a development manager, asset manager and fund manager and provide a strategic funding role in taking schemes forward. The model would also allow the Council involvement in those schemes where it has limited land ownership. This is the approach taken by the LB Hammersmith and Fulham, and by Sunderland Council.

The preferred option

- 6.17 Cabinet considered the business case and the strengths and weaknesses of each of these options in detail, and examined the qualitative analysis attaching weightings based on the Council's objectives and scores to each option.
- 6.18 As a result of the analysis, Cabinet accepted the recommendation to proceed with Option 6 (the overarching vehicle), because it is the model that best provides a means by which the Council can achieve its objectives. Specifically:
- This option gives the greatest chance of achieving regeneration and development on a scale consistent with the council's ambitions, in turn encouraging further growth and enabling the wider social and economic benefits to which the Council aspires.
 - The option allows the Council to retain influence and control over the pace and quality of development through its 50% stake in the vehicle, including nominations to the board of the joint venture vehicle.
 - This approach is projected to achieve a considerable financial return which can be invested in accordance with the Council's statutory functions, in the further development of the stated socio-economic objectives or spent on the delivery of wider Corporate Plan objectives. This is significantly as a result of the bringing in of private sector resources to enable and make viable development. The other options project a significantly lower return in the event that they can be made to work at all.

- This approach also provides the flexibility to combine the benefits of the other options, by allowing for the use of different mechanisms such as asset management, development management, fund management, joint venture and services provision under the overarching structure.
- Value can be extracted from the commercial portfolio and the town centre market led opportunities (at Wood Green) to be used to cross fund other projects, such as more financially challenging estate renewal sites. Money can also be retained within the vehicle and used to cross subsidise or fund other projects.
- While the Council will undertake a measure of development risk, it has in return the opportunity for reduced costs, and a share in very likely increased profits which may be reinvested in accordance with the Council's statutory functions in the promotion of the stated socio-economic objectives. This level of risk, which is limited to the extent of land committed to the vehicle, and the commercial portfolio which is proposed to go in at day one, is significantly less than if the Council bears the whole burden of borrowing and cost to finance development. It is however, not a risk free situation and is the price paid for ongoing influence and control together with financial returns.
- The vehicle would also have the ability to adapt and respond, particularly to changes in market conditions, but also to any changes in requirements that the Council itself requires. The report recommended and Cabinet agreed that Option 6, the overarching joint venture Development Vehicle, was the best solution because it is the model that best provides a means by which the Council can achieve its objectives.

6.19 In particular respect of the Council's aspirations to deliver the greatest possible amount of high quality affordable housing, this approach has two key strengths. First, it enables the Council – via its stake in the vehicle – to ensure that the vehicle's development proposals secure not only the greatest possible amount of affordable housing from this land, but that this housing meets the particular housing demand in Haringey as set out in the Council's Housing Strategy. This can always start with the presumption that sites delivered through the vehicle would meet council policy – for example to yield 40% affordable housing overall – with a strong governance position from which to secure those outcomes. Second, the Council will always have the option, on a case by case basis, to reinvest its financial returns from the vehicle in affordable housing, allowing future developments promoted by the vehicle to achieve better outcomes – whether larger overall amounts of affordable homes, a different tenure mix, or lower rents – than would be possible based on those developments' basic viability.

6.20 Similarly, the Council's governance stake in a vehicle of this nature puts it in a stronger position than might be possible through some other delivery methods to deliver other key policies. For example, via a vehicle of this nature the Council would seek to secure and deliver its aims of protecting the rights of existing tenants to return to a new home in an estate renewal scheme, and to do so on similar rents and tenancy terms.

The procurement process

- 6.21 On 10 November 2015, Cabinet approved the Business Case for the establishment of the HDV and agreed to the commencement of a Competitive Dialogue Procedure under the Public Contracts Regulations 2015 and gave delegated authority to the Director of Regeneration, Planning and Development after consultation with the Leader of the Council to agree procurement documentation and deselect bidders in accordance with evaluation criteria throughout the procurement process, and to return to Cabinet for approval of the preferred bidder.
- 6.22 Cabinet also agreed that the procurement process would be conducted on the basis of a first phase of sites – referred to as the ‘Category 1’ sites – proposed for development by the vehicle. These were:
- The Northumberland Park Regeneration Area
 - The Civic Centre, Station Rd office buildings and Library in Wood Green
 - The former Cranwood Care Home

Cabinet also agreed that the Council’s commercial property portfolio would transfer to the vehicle, to improve the performance of the portfolio and to give the vehicle working capital from the start.

- 6.23 A second list of sites – referred to as Category 2 – was agreed as having potential for subsequent development by the vehicle, subject to Cabinet approval at the time. It was also agreed that any other site in the Council’s current or future ownership (‘Category 3’) could be brought forward for development by the vehicle, again subject to Cabinet approval at the time.
- 6.24 A Prior Indicative Notice was published on 30 November 2015, advising the market of the forthcoming procurement. On 7 January 2016 the Director of Regeneration, Planning and Development, after consultation with the Leader, approved the OJEU Notice, Pre Qualification Questionnaire with Guidance Notes and scoring matrix, Memorandum of Information and Draft Invitation to Participate in Dialogue. The OJEU Notice was published on 11 January 2016. To introduce bidders to the Council and the process, a well attended Bidder Day was held on 1 February 2016.
- 6.25 The pre qualification questionnaires were returned on 22 February 2016 and evaluated in accordance with pre-determined criteria. The evaluation panel was formed of the Council’s lead officers, together with internal and external advisers (Bilfinger GVA, Turnberry Real Estate and Pinsent Masons) (the ‘Evaluation Panel’). The evaluation process was moderated by the Council’s Head of Procurement. The top six bidders received an Invitation to Participate in Dialogue (‘ITPD’) and an Invitation to Submit Outline Solutions (‘ISOS’), in accordance with the delegation.
- 6.26 Those bidders proceeding to the ISOS stage were announced and notified on 16 March 2016 and the relevant documents were issued on 21 March 2016, following approval, in accordance with the Delegation, by the Director of Regeneration, Planning and Development, in consultation with the Leader.

- 6.27 Three sessions of dialogue were held with each bidder, and queries and clarifications dealt with through the Council's procurement portal. Bidders then submitted their outline solutions to the Council on 8 June 2016.
- 6.28 Submissions were evaluated by the Evaluation Panel in accordance with the guidance issued at ITPD/ISOS stage. On 4 July 2016, the Director of Regeneration, Planning and Development, following consultation with the Leader, approved three successful bidders to proceed to the Invitation to Submit Detailed Solutions ('ISDS') stage. On 6 July 2016, it was announced that the following three bidders had been invited to proceed to the ISDS stage:
- Lendlease
 - Morgan Sindall with Clarion Group (formerly Affinity Sutton and Circle)
 - Pinnacle with Starwood Capital and Catalyst Capital
- 6.29 Documentation for this stage was approved and issued on 28 July 2016, including updated draft legal documents and a draft Invitation to Submit Final Tenders document, again with the necessary approvals in accordance with the delegation.
- 6.30 The selected bidders then engaged in producing detailed solutions. An introductory dialogue session and four full dialogue sessions were held, together with additional financial and legal dialogues with the three bidders. Queries and clarifications during the ISDS stage were dealt with through the procurement portal.
- 6.31 The Invitation to Submit Final Tender ('ISFT') was updated and finalised to reflect the dialogue sessions and clarifications, and issued on 9 December 2016. The issue of this document brought dialogue to a close, meaning that negotiations and discussions on detailed solutions were at an end.
- 6.32 Final submissions of the detailed solutions were received from the three bidders on 16 December 2016. These were evaluated by the Evaluation Panel on 5, 11 and 13 January 2017, in accordance with the evaluation methodology and criteria as set out below. The Council's Head of Procurement again performed a moderating role, and both internal and external legal advisers were in attendance when required.

Requirements of bidders

- 6.33 The detailed requirements of the final tender documents, including the evaluation methodology and criteria, are set out in the appendices to this report.
- 6.34 To make the final submissions as meaningful as possible, to enable effective evaluation, and to facilitate the preferred bidder and vehicle establishment process, bidders were asked to submit the following:
- Strategic Partnership Business Plan
 - Development Business Plans for all Category 1 sites
 - Investment Business Plan for the commercial property portfolio
 - Financial Model

- Legal Documentation

Bidders were obliged to base the Strategic Partnership Business Plan on the Council's over-arching strategic objectives for the vehicle. All the business plans were to contain sections on delivery, resourcing and key performance indicators. The business plans, between them, were also to articulate the bidders' response to the Council's requirements on wider social and economic outcomes.

- 6.35 In addition each bidder was required to submit a final mark-up of all the draft legal contractual documents that had been initially prepared by the Council and its legal advisers, reflecting each bidder's positions reached during dialogue.

Evaluation Methodology and Criteria

- 6.36 The evaluation criteria are set out in detail in the appendices to this report. In summary the available marks for assessment are split between Outcomes (40%), Deliverability (40%) and Funding (20%). The available marks for Outcomes are split between Place Making (20%) and Social and Economic Benefits (20%) and those for Deliverability are split between Delivery (20%) and Legal Structure and Governance (20%). All bids were required to achieve a minimum (or 'floor score') of 40% for each individual score under the headings of Place Making, Social & Economic Benefits, Delivery, Legal Structure & Governance and Funding.

The preferred bidder

- 6.37 The recommended preferred bidder is Lendlease on the basis that this bidder received the highest overall score across all the criteria from the Evaluation Panel, and satisfied the minimum (or 'floor score') requirement across all five criteria set out above.
- 6.38 The key elements of the preferred bidder's proposal are:
- A single bidding organisation as prospective partner, as opposed to a consortium of organisations.
 - A depth of experience, strong team and track record of delivering similar schemes – including housing estate renewal – in a London context.
 - A clear appreciation of the scale and nature of the Council's ambition, and a clear demonstration of how the Haringey Development Vehicle ('HDV') can manifest and deliver that ambition.
 - Flexibility on the model and provider of housing management services.
 - A commitment to position the HDV's work as an externally accredited exemplar of low-carbon development.
 - Use of the commercial property portfolio to promote and deliver Council objectives on economic development, public health and childcare.
 - A 'social impact vehicle' as a mechanism to secure social impact investment and deliver large parts of the HDV's social and economic programme, with a 'social return on investment' tool to measure outcomes, and a significant investment in the vehicle from the HDV.

- A construction exclusivity agreement, whereby the preferred bidder's construction arm will be guaranteed a proportion of construction contracts, subject to satisfying value for money requirements.
- Willingness to see the HDV take a role in delivering the Council's proposed new office, library, civic and customer services accommodation in Coburg Rd.
- Agreement to the Council's preferred Limited Liability Partnership (LLP) structure for the HDV itself, with subsidiary LLPs created to deliver specific elements of the HDV's work programme.
- The Council forward-funding land acquisition costs, to be repaid (with interest) from development proceeds.

The key commercial elements of the preferred bidder's proposal are set out in the exempt part of this report. The reasons for this information being in the exempt part of the report are set out in section 10 below.

The reserve bidder

- 6.39 A reserve bidder is also recommended. This bidder came second in the overall scoring, and submitted a viable bid, scoring satisfactorily on all evaluation criteria. Hence, this bid is held in reserve and could be reactivated in the event that it is not possible to reach final agreement with the preferred bidder. The reserve bidder is named in the exempt part of this report. The reasons for this information being in the exempt part of the report are set out in section 10 below.

Scoring of bids

- 6.40 All bids were scored out of 100 according to the evaluation criteria set out above. The preferred bidder scored 64.92 marks overall.
- 6.41 The exempt part of this report sets out the detailed scoring of bids, and therefore provides the reasons for choosing the preferred bidder over the other bidders, and for choosing the reserve bidder. The reasons for this information being in the exempt part of the report are set out in section 10 below.

Governance and relationship management

- 6.42 The arrangements for the governance of the vehicle itself – covering matters such as the constitution of the Board, the decisions reserved to members of the company, the arrangements for resolving deadlocks etc – will be set out in the Members' Agreement and other legal documents which have been negotiated during procurement dialogue and which will be finalised with the preferred bidder before being presented to Cabinet for approval.
- 6.43 At the same time, the Council will need to make its own internal arrangements, both formal (including nominating members of the HDV board and agreeing any delegation of decision-making for those decisions reserved to members of the HDV) and informal (including the agreement of staffing structures and establishment of working arrangements).

- 6.44 It is intended that shadow board arrangements will be put in place with the preferred bidder ahead of financial close to enable the board to form, establish itself and begin to function in an informal way (though the board cannot take any formal decisions until the HDV is formally incorporated).
- 6.45 The Council is currently putting in place staffing structures and working arrangements in order to best support the engagement that will be necessary with the vehicle and its work. While this work will be co-ordinated from within the Regeneration, Planning & Development directorate, given the scope of the vehicle's anticipated work it is expected that officers from across the Council, and from Homes for Haringey, will be closely involved in the Council's collaborative working relationship with the HDV. This work will be co-ordinated by a Steering Group of Directors and Assistant Directors.
- 6.46 All decisions taken by the Council, and all internal processes associated with the vehicle (especially in relation to risk management) will be subject both to the Council's formal audit procedures, and to the Council's scrutiny arrangements. Any necessary new or changed processes will be put in place prior to the incorporation of the HDV.

Next steps

- 6.47 The next stage of the procurement process is the Preferred Bidder stage ('PB Stage'), to finalise the legal documentation with the Preferred Bidder in preparation for financial close.
- 6.48 The principal activities within this stage will include the finalisation of the contract documents, the completion of preferred bidder due diligence activities, the finalisation of the corporate, development and investment Business Plans, and the preparation and submission of the report and recommendation to Cabinet for approval prior to contractual close and the establishment of the vehicle.
- 6.49 All property due diligence in respect of the commercial portfolio and the Category 1 sites must be completed by the preferred bidder during this stage. All risk in relation to property due diligence will sit with the HDV from financial close and the Council will accept no liability or cost in relation to property issues not raised by the preferred bidder during this stage, other than those liabilities to which the Council is exposed through its 50% membership of the HDV.
- 6.50 At the outset of the PB Stage, the Council intends to seek explicit confirmation on a number of important issues prior to entering into the legal agreements to set up the HDV. This confirmation will be secured by requiring the preferred bidder and, if deemed appropriate by the Council, any principal subcontractors to countersign a detailed letter prepared by the Council and its advisory team (the Preferred Bidder Letter). The Preferred Bidder Letter will seek to confirm that:
- The draft legal documentation as at that date are accepted;
 - The draft Business Plans and underpinning Financial Model as set out in the Final Tender as at that date are fixed and will not vary thereafter, other than in accordance with the provisions of the draft legal documentation; and

- The impact of any errors discovered subsequently in the Financial Model will be borne by the Preferred Bidder.

- 6.51 The key issues on which the Council will need to work with the preferred bidder to refine the proposals during the PB Stage are set out in the exempt part of this report. The reasons for this information being in the exempt part of the report are set out in section 10 below.
- 6.52 There will be a standstill period at the end of the PB Stage, after which, subject to completion of these tasks, it is anticipated that a further report will be brought to Cabinet in summer 2017 seeking authority to close the deal, agree the legal documentation and establish the HDV.

7. Contribution to strategic outcomes

- 7.1 The proposal to establish the HDV contributes to achieving the strategic outcomes set out across the full scope of the Corporate Plan 'Building a Stronger Haringey together', and in particular Priorities 4 (Growth) and 5 (Housing), as well as to the more detailed expression of these ambitions in the Economic Development and Growth Strategy and Housing Strategy.

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

Finance

- 8.1 In undertaking evaluation of the bids from a Finance point of view, it is important to understand that although bidders were asked to provide forecasts of the returns to the both the Council and the private sector partner, these projections represent the best estimate at a point of time of returns that could be received and are not a fixed figure.
- 8.2 The actual returns received will be dependent on variables such as construction costs and house prices in the future which cannot be known at this point, along with other factors such as the level of external grant received for areas like affordable housing, where bidders were asked to model on the basis of assumptions given to them by the Council to ensure comparability of bids. In practice the actual level of grant available over the lifetime of the Development Vehicle will vary as Government policy and funding changes and hence the returns to the partners will also change. The Council undertook sensitivity analysis on some of these key variables to analyse how the ultimate returns change as the key variables change over time, as the timing and certainty of the returns are just as important as the indicative figure proposed by the bidder at this point of time.
- 8.3 It is also important to note that the existing financial projections are based on the indicative scheme designs and masterplans that bidders have submitted. These plans will inevitably undergo significant change as consultation with residents commences and the sites move through the planning process and the associated returns will also change as the schemes are redesigned.

8.4 Therefore in addition to reviewing the projected returns from the bidders the financial analysis also focused on the fixed elements of the bids from the prospective development partners, as these would be prime determinants of what returns would actually be received.

8.5 Examples of such variables would include:

- The profit level that the partner would expect from each discreet development or phase of development, as although the Council would share any profit on a 50-50 basis, the profit would help determine the residual land value to the Council and would influence the viability of individual phases and hence the pace of development.
- The share of uplift of land value. Any land that is to pass to the Vehicle will be independently valued at two points. Firstly at the point at which business plans are initially presented and secondly at the point of drawdown on the land once all conditions precedent have been met. Between these times the value of the land may have increased due to the activity of the Development Vehicle, for example in gaining planning permission and bidders were asked what proportion of this increase in land value would be allocated to the Council and what proportion would be shared by the HDV partners.
- The interest rate offered on land assembly and un-matched Council equity. Although the majority of the direct returns from the Development Vehicle are expected to be in the form of a 50% share of profits generated, the Council will also generate income in the form of interest received. This is likely to derive in two main areas, firstly where the Council incurs costs to provide vacant possession of its sites and the Development Vehicle then reimburses those costs plus interest at a later date and secondly where the Council receives interest on any un-matched equity in the form of loan notes.
- The level of fees charged to the Vehicle. The Development Partner will provide certain services where they have specific expertise to the Development Vehicle; an example of such fees would be a development management fee. In this case a higher fee would reduce the profit achieved by the Vehicle and hence the Council's returns.

By assessing these and other similar variables, the Council and its advisors were able to make a judgement of which bids were the most robust and liable to lead to the greatest returns to the Council.

8.6 As well as direct returns in the form of profit share and interest payments, the Council will also receive an indirect financial benefit from the Development Vehicle in the form of increased Council Tax and Business Rates received. As grant funding from Central Government is effectively phased out in coming years, the Council will be entirely dependent on Council Tax and Business Rates receipts to fund its activities. Therefore it is important that the Council also assessed the expected level and timing of income received from these sources. This is a particularly important source of income, as they represent base income that will be received every single year as opposed to one-off income such as profits. Ultimately the Council's long-term financial position will

be heavily dependent on its ability to increase its Council Tax base and thus evaluation considered both the quantum of such receipts the Development Vehicle is expected to deliver and the confidence that the Council had in the bidders being able to deliver to the timescales they had outlined above.

- 8.7 As explained above the Council would expect to receive returns in the form of interest on equity investment and it is important at this stage to consider the funding structure of the vehicle. The Development Vehicle will require significant amounts of funding across its lifetime, far in excess of the level of funding that the Council on its own could secure. The funding solution would be a mixture of Senior Debt (effectively borrowing from a financial institution such as a bank) and Equity (which is effectively investment of cash or land from the Joint Venture partners, and which is made in equal quantities by each partner to constitute their ownership share). Generally Senior Debt funding is 'cheapest' if it is around 65% of the total funding of the project, meaning that the Equity contribution required would be up to 35%. This would be similar to how a mortgage rate gets cheaper as the deposit available increases.
- 8.8 The Council's initial equity investment will be the value of the Commercial Portfolio that transfers to the Development Vehicle at the outset. This would be matched with cash funding by the Development partner, and it would be expected that this will provide sufficient funding to enable the vehicle to undertake all initial planning and consultation work.
- 8.9 As the Vehicle work programme progresses and land is drawn down, after being independently valued, then this will be added to the Council's equity contribution and again will be matched by the development partner.
- 8.10 Where the funding needs of the Vehicle are particularly large, for example on a large phase of Northumberland Park, it is entirely possible that the value of the Council's equity and the partner's match-funding is not sufficient to get to the 35% of development costs required to acquire senior debt at the most efficient rate. In this case the partners will have the option of providing additional funding known as mezzanine funding. There would be no obligation on the Council to provide this funding, but it may well be in the Council's financial interests to do so, as due to its low cost of borrowing it could well borrow the money and lend it on to the vehicle at a rate satisfying State Aid considerations and make an additional return. This would be for the Council to consider at the time such funding is required.
- 8.11 In order to enable development the Council will need to provide vacant possession of the Category 1 sites to the Development Vehicle. The costs of providing vacant possession are significant particularly in the case of Northumberland Park estate. An initial estimate of these costs was included in the Capital Strategy agreed by Cabinet on 14 June 2016. All bidders were asked to provide their own estimate of likely costs of providing vacant possession based on their specific masterplans, along with predicted timescales of when the Development Vehicle would expect to draw the land down, when the Council would be reimbursed these costs and what level of interest the Development Vehicle would pay to the Council on its land acquisition costs. It is expected that these estimates will be further refined at

preferred bidder stage and thus the Capital Strategy should be updated at the point the HDV is established.

- 8.12 As the properties that are required to be acquired on Northumberland Park estate are largely residential in nature, the Council and the Development Vehicle will have the option of using these properties for Temporary Accommodation in the short-term, which would help relieve the pressure on Council budgets due to the high-cost of private sector rented accommodation. As the Development Vehicle progresses the Joint Vehicle structure will enable the Council to control the level of expenditure on land acquisition to ensure it remains affordable within the wider Medium Term Financial Strategy, however as the Council will be refunded by the Development Vehicle with interest, the issue is largely a cash flow management issue.
- 8.13 In addition to the Land Assembly costs, the Capital Strategy report in June 2016 also includes a budget of £35,700,000 for reprovision of schools in North Tottenham to be funded with £18,200,000 of Council monies and £17,500,000 of external grant funding. The design and cost of any new school will evolve during the consultation process and external funding is not guaranteed. Therefore it will be important for the Council to work with the Development Partner to secure external funding for the school as this will impact on the returns that can be achieved.
- 8.14 The Capital Strategy also includes funding for a new Corporate Headquarters in Wood Green and a new Wood Green Library / Customer Services centre totalling £42,000,000, as well as £3,000,000 for the vacant possession of the Civic Centre site. As set out in a report to Cabinet in October 2016 on the Council's Office Accommodation Strategy, new accommodation for the Council is required in order to reduce the Council's running costs and provide fit-for-purpose modern facilities. The move to new facilities would also release the potential of the Wood Green sites currently under-occupied by the Council to drive regeneration in the town centre, provide new homes and employment space, and generate financial returns for the Council. Although the procurement focused on the delivery arrangements for the Council facilities and did not require the bidders to provide designs and costings, these facilities are clearly on the critical path to enable development within the identified Category 1 Wood Green sites. Therefore the Council will need to work closely with the Development Vehicle on these projects to ensure a mutually beneficial outcome is achieved.
- 8.15 The Development Vehicle is expected to provide significant levels of additional funding to the Council in future years, through profit share and increases in the Council Tax base as explained above. However, in the short-term as the Council transfers the Commercial Portfolio to the Development Vehicle there is the potential for the Council to suffer an initial reduction in funding due to the loss of the net income that the portfolio generates. To mitigate this risk, the bidders were all requested to ensure that the vehicle was able to make a return of £3m per annum to the Council in the initial 5 years until development profits are achieved. This will ensure there is no significant impact on the Council's budgets in the short term due to the establishment of the Development Vehicle.

- 8.16 Both the Council's land holdings and Commercial Property portfolio comprise a mixture of general fund and housing revenue account assets. In allocating income received from the Development Vehicle between the General Fund and Housing Revenue Account, the Council will need to ensure it follows the appropriate Accounting regulations which will ensure both the General Fund and Housing Revenue Account are appropriately compensated for the loss of these assets.
- 8.17 The financial benefits of the Vehicle extend beyond the direct income the Council will receive. In the Housing context the report to Cabinet on 15 September 2015 on the Future of Housing Review identified that due to enforced rent cuts within the HRA and the ongoing loss of stock due to Right to Buy legislation that the costs of maintaining the Housing stock in future years would exceed the rental income generated. Northumberland Park Estate is one of the areas where future expenditure would be expected to exceed income received and hence the estate had an existing use valuation of -£14,206,382 in summer 2015. Therefore if this estate is transferred to the Vehicle and out of the HRA, it will reduce the liability due to those properties needing repair and hence benefit the wider HRA.
- 8.18 The Council is also likely to benefit financially due to the socio-economic activities of the Development Vehicle. The interventions proposed by the preferred bidder are dealt with elsewhere in this report, but can be expected to have a beneficial impact across many Council budgets and Corporate Plan objectives due to increases in economic activity, improvements in Education and Health services and wider economic growth benefits.
- 8.19 Finally the creation of the Development Vehicle has also enabled some restructuring of Council Departments particularly in the Property Management area, which has enabled some savings included within the wider budget process to be achieved.
- 8.20 The total cost of undertaking the Development Vehicle process, from initial options appraisal to financial close is expected to be £1,610,179. This has been funded from funding allocated by Cabinet in February 2015 and November 2015, along with Transformation Funding allocated in August 2016. At this point the project is still expected to be delivered within that budget, although this is dependent on the level of legal support required to achieve financial close if the recommendation of preferred bidder is approved by Cabinet.

Procurement

- 8.21 The procurement team has been closely involved throughout the procurement process described in this report, engaging with the project team throughout the procurement. The Head of Procurement has moderated at each selection stage of the procurement process, including the final evaluation of tender returns. The Head of Procurement is satisfied that a fair, transparent and compliant process has been followed and therefore supports the recommendations of this report.

Legal

- 8.22 The Council will be relying upon the General Power of Competence (“general power”) contained in Section 1 of the Localism Act 2011 in conjunction with other powers referred to in the Cabinet Report of 10 November 2015 in order to set up and participate in the HDV.
- 8.23 Section 1 of the Localism Act 2011 is a very broad based power which allows local authorities to do anything that an individual may do. There are some limits on the power set out in section 2 of the Act. If exercise of a pre-commencement power (i.e. power in existence before the general power became law) is subject to restrictions then these restrictions also apply to the exercise of the general power so far as it is overlapped by the pre-commencement power. This general power also does not enable the Council to do anything which the Council is unable to do by virtue of a pre-commencement limitation. It further does not allow the Council to do anything which the Council is unable to do by virtue of a post-commencement power which is expressed to either apply to this general power, to all the Council’s powers or to all the Council’s powers but with exceptions that do not include the general power.
- 8.24 Section 4 of the Localism Act 2011 provides that if an authority is exercising the general power for a commercial purpose then the local authority must do it via a company. In this instance the Council is proposing creating the HDV for the purposes set out in the Cabinet report of 10 November 2016 and the primary purposes of each are non-commercial. In addition the objectives of the project are to comply with the objectives of Corporate Plan. These objectives are non-commercial socio-economic objectives. It has been accepted by all of the bidders following dialogue that the HDV would be a Limited Liability Partnership (“LLP”). The position remains therefore (based on the initial advice provided by Pinsent Masons LLP) that the Council may rely on the general power as legal authority for the setting up of the HDV as an LLP.
- 8.25 On 10 November 2015 Cabinet agreed to the commencement of a Competitive Dialogue Procedure in accordance with the Public Contracts Regulations 2015 and the Assistant Director of Corporate Governance has been consulted throughout the procurement process and during dialogue and the lead legal officer was also on the Evaluation Panel.
- 8.26 The report seeks authority from members to select the preferred bidder and proceed to the PB stage as outlined in section 6 of this report under ‘Next steps’. Members should note the matters referred to in that part of the report, and that the legal documentation will be finalised at the PB Stage provided that this does not materially modify the essential aspects of the tender or the procurement and does not risk distorting competition or causing discrimination.

Equality

- 8.27 An Equalities Impact Assessment was carried out for the purposes of the decision by Cabinet to establish the vehicle in November 2015; this is attached as an appendix to this report. There are no further Equalities Implications as a result of this report, although the company documentation will require the Haringey Development Vehicle to comply in all respects with legislation and good practice in this area.

- 8.28 Scheme business plans and proposals on a project by project basis will require and will contain appropriate Equalities Impact Assessments. At the establishment of the Haringey Development Vehicle, Business Plans will be approved for the initial sites, and accordingly EqlAs for those sites will be included in the report to Cabinet requesting authority to establish the vehicle.

9. Use of Appendices

Appendix 1: Memorandum of Information & Pre Qualification Questionnaire

Appendix 2: Extract from the Invitation to Submit Final Tenders (ISFT), showing final tender return requirements & evaluation methodology

Appendix 3: EqlA from the November 2015 Cabinet report

10. Local Government (Access to Information) Act 1985

Relevant documents

- 10.1 The following Cabinet decisions are referred to in this report, and are central to its recommendations:

- February 2015: Development vehicle feasibility study and business case (item 822)
<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=6977&Ver=4>
- September 2015: Report of the Steering Group on the Future Housing Review (item 68)
<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7299&Ver=4>
- November 2015: Haringey Development Vehicle (item 112)
<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7301&Ver=4>
- October 2016: Office Accommodation Strategy (item 98)
<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7846&Ver=4>

Reasons for exemption

- 10.2 Part B of this report is not for publication by virtue of paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972 as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 10.3 Specifically, it contains information about the scores and relative merits of the proposals made by each of the three bidders, including the areas of the

preferred bid which need further refinement and the identity of the reserve bidder, which is considered to relate to their financial and business affairs.

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Memorandum of Information & Pre-Qualification Questionnaire

**For the appointment of a Strategic
Investment & Development Partner to
form the Haringey Development Vehicle
with Haringey Council**



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Foreword



The future of London depends on places like Haringey. Our potential for growth, matched by the energy and confidence of our residents and businesses, exemplifies the very best that London has to offer. With our outstanding rail and tube connections – bringing central London within twenty minutes' reach for thousands of homes and businesses – and our huge potential for development, we proudly stake our claim to be the next major chapter in London's growth story.

And we at the council are embracing growth. We are clear that new homes and new jobs are central to meeting the serious challenges which many of our residents still face, and to attracting future generations of people and businesses to Haringey.

Tottenham and Wood Green – our two major regeneration areas – exemplify the challenges and opportunities across Haringey. The quality of homes, opportunities, services and the environment is improving fast. Local residents and businesses take ever-greater pride in both their heritage and their changing character. Small creative businesses – always the foundation of Haringey's economy – are finding offices and factories that work for them. New homes, in new improved neighbourhoods, are offering something better to old and new residents alike. And Crossrail 2 is still to come, with its exciting promise to increase the potential and transform the profile of these growth areas, and to accelerate the pace of change.

While we at the council are proud of the role we have played in driving and steering this change,

there is much more to do. And it is more true now than ever before that a council cannot on its own make the change that its residents want and need. We have no shortage of confidence and ambition, but we also know we cannot achieve our ambitions alone. Our significant landholdings – large and small, east and west, housing estate or brownfield site – have fantastic potential to play a part in the next chapter of Haringey's growth. But the council cannot match them with the investment or the skills needed to fulfil that potential. It is that challenge that brings us to this key moment in our growth story.

Our vision and objectives are clear: we have carefully set them out in our Corporate Plan to 2018, in discussion with local residents and businesses, and have now distilled them in this document and the others that sit with it. We naturally expect that the successful Bidder or Bidders for this partnership will show a full appreciation of our particular circumstances and requirements. At the same time we know that there are many ways to achieve our goals, and that the council will achieve more by combining its ideas and efforts with those of a partner than it will on its own. That is why this process also asks you to surprise us with innovative ideas that will put our partnership – and Haringey more widely – at the cutting edge of development and regeneration.

I look forward to seeing you rise to that challenge.

Cllr Claire Kober

Leader of the council

Executive Summary

Haringey Council (the "council") is pleased to launch the process for the selection of a strategic investment and development partner to establish the Haringey Development Vehicle (the "HDV") – a joint venture vehicle partnership between the council and the Partner.

The council is seeking to establish the HDV to facilitate estate renewal, brownfield development and economic growth on its land within the Borough. This new approach will seek to complement the council's existing regeneration strategies whilst using the council's extensive commercial portfolio and key assets to fulfill the Borough's potential for growth.

The selected partner will need to share in the council's objectives for the HDV, building on the vision set out in the Corporate Plan, Housing Strategy and Economic Development and Growth Strategy. The HDV must commit to the council's wider social and economic vision for the Borough. Together, the council and its partner will harness the Borough's potential to become a more balanced and prosperous area and an important part of the future of London.



Red line areas are indicative of Haringey Council's freehold ownerships and should not be relied upon for commercial decision making



Introduction

The Borough has huge potential for growth. Haringey is today seen as London's next big growth opportunity. It is believed Tottenham alone is capable of delivering 10,000 new homes and 5,000 new jobs by 2025.

However, the council is aware that although it is 'land rich', due to increased funding constraints, lack of council capacity, expertise and resource, it is unable to deliver the sought-after scale and quantum of regeneration and development on its own land without input from the private sector.

The council's objectives for the HDV, delivering on by the council's Corporate Plan and the London Plan, are:

- **To deliver growth through new and improved housing; town centre development; new employment space and enhanced use of the council's property portfolio;**
- **To achieve and retain a long term stake and control in development of the council's land, maintaining a long term financial return which can be reinvested in accordance with the council's statutory functions, on new housing, on social and economic benefits or on other Corporate Plan objectives;**
- **In partnership with the private sector, to catalyse delivery of financially challenging schemes;**
- **To achieve estate renewal by intensification of land use and establishment of a range of mixed tenures, together with tenure change across the Borough where appropriate;**
- **To secure wider social and economic benefits in areas affected, including community facilities, skills and training, health improvement and crime reduction for the benefit of existing residents; and**
- **To incorporate land belonging to other stakeholders, both public and private sector, into development.**



The successful partner will be required to demonstrate its innovation and a strong commitment to the understanding of these objectives.

These will be incorporated into the legal documentation establishing the HDV between the council and its partner.



Haringey

Haringey combines some of the capital's most desirable neighbourhoods – Highgate, Muswell Hill and Crouch End – with its most exciting regeneration areas in Tottenham and Wood Green.



It enjoys outstanding connections, not only to central London but also to Stansted Airport and Cambridge, while boasting parks, high streets and hidden treasures that offer a quality of life to match any in the capital. And of course Haringey is home to the iconic and historic Alexandra Palace.

Haringey can, and must, play a central role in meeting London's urgent need for new housing. And, like the rest of London, housing need in Haringey has reached the point where homes of all tenures and price brackets are required. The council has embraced the challenge from the Mayor to build over 1,500 new homes in the Borough every year, its confidence based on careful analysis of the available land, the increasing interest of the private development sector and registered housing providers and the strong trends in the housing market itself.

At the same time, Haringey enjoys close proximity and connections to central London, the City, the Olympic Park and Tech City, and has a long legacy of creative and artistic talent with a diverse mix of cultures. This makes it uniquely placed to nurture new businesses, or to offer expanding businesses from those in-demand locations, space to

grow and breathe while maintaining the London location and workforce.

Based on these strengths and this potential, the council has successfully established the Borough – and particular its priority regeneration areas of Tottenham and Wood Green – as a major centre for London's much-needed housing and employment growth based on an 'affordable London' offer. Commitment to this growth is embedded in the council's vision and Corporate Plan, on the basis that it meets both London's

The Mayor of London has designated Tottenham as London's first and biggest Housing Zone.

strategic needs, and the particular needs of Haringey's current and future residents and businesses.

Haringey is attracting major investment based on this potential and vision. Radical improvements at Tottenham Hale station and major investment in the West Anglia main line from Liverpool Street





are already underway. The Mayor of London has designated Tottenham as London's first and biggest Housing Zone. New and existing businesses are already benefitting from a £4 million Opportunity Investment Fund to support new workspace. The council has also created its own £50 million Acquisition Fund to acquire key sites, either to develop itself or facilitate land assembly on larger schemes. Crossrail 2 will also take Tottenham and Wood Green, which already boast excellent connections, into a new league altogether.

The council has already laid much of the important groundwork for bringing forward its developable land within the Borough, through the Local Plan, Site Allocations, Tottenham Strategic Regeneration Framework and Area Action Plan (AAP), and the emerging Wood Green Investment Framework and AAP.

The property and development markets, and individual families and businesses, are already responding positively, but as in many parts of London demand for homes and employment space is now fast outstripping supply. Now is the right time to harness the potential of the council's land.



"It enjoys outstanding connections, not only to central London but also to Stansted Airport and Cambridge, while boasting parks, high streets and hidden treasures that offer a quality of life to match any in the capital."

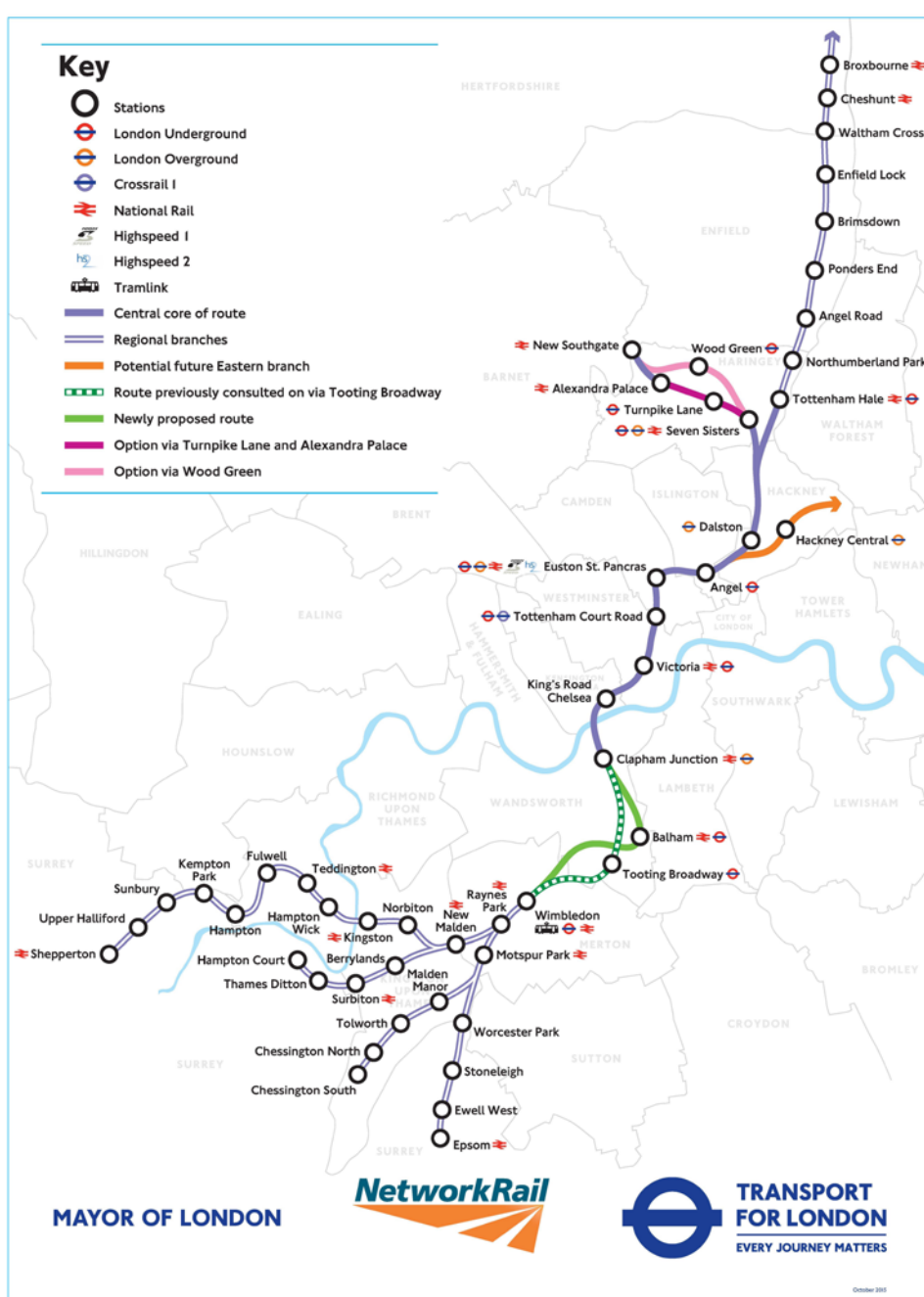


Crossrail 2

Up to five stations are planned for Haringey as part of Crossrail 2. This will not only improve the already-impressive journey times from the Tottenham and Wood Green areas to central London, but also act as a major driver of growth, development and regeneration around the stations.

The council is working closely with Transport for London and the Crossrail 2 Growth Commission to agree the best route and station configuration. This will ensure that the Borough has the right connections for the future to support growth, a priority for both organisations.

Crossrail 2 route (autumn 2015)



Property Portfolio

The council owns a substantial and diverse property portfolio within the Borough which includes residential estates, development sites, council occupied / civic assets and a commercial portfolio.

A portfolio of priority development assets has been identified for initial inclusion in the HDV, comprising large and medium sized estate renewal and brownfield development sites.

In addition a significant proportion of the council's commercial property portfolio will be included on inception. Set out below is detailed commentary on those development sites and the commercial assets that it is intended will be transferred on inception.

Wood Green Estate

Site area:

Site	Address	Area/ha
Haringey Civic Centre	High Rd, N22	1.1
Station Road Offices	225 Wood Green High Rd, N22; 10-48 Station Rd, N22; 40 Cumberland Rd, N22	0.9
Library Site	Wood Green Library and Shopping Centre, Wood Green High Rd, N22	1.4

Existing Use:

Council offices, library, customer services and civic functions.

Proposed Use:

Together, these sites have potential for combining major residential development with much-needed commercial floorspace. The Library site will also have a vital role to play in redefining the way that the High Street links to the area to the west and to a potential Crossrail 2 station.

The emerging Area Action Plan, underpinned by the council's Investment Framework, will define the plans for these sites in the context of a wider vision, public realm strategy and economic plan for the area, all building on the transformational impact of Crossrail 2.

Council Vision:

The council has identified Wood Green as one of its two priority regeneration areas, alongside Tottenham. In January 2016, the council will start consultation on a draft Area Action Plan for the area – based on the evidence in its emerging Investment Framework – bringing together already identified potential for at least 4,600 new homes with a new look, feel and role for the town centre. The area will be significantly shaped by the transformational impact which Crossrail 2 promises to bring.

The council owns an extensive portfolio of assets within Wood Green's town centre, in three clusters at the Library, River Park House/ Station Road and the Civic Centre. With new plans emerging for the council's own accommodation, these unlocked development sites represent a major opportunity to exploit their town centre location and transport links, while driving regenerative change and defining the council's ambition for housing, employment, connectivity and public space.



Northumberland Park Regeneration Area

Site Area:

33.6 hectares within the Northumberland Park Ward, the majority of which is within council control.

Existing Use:

Predominantly housing (c 1,300 existing homes) with ancillary commercial and community uses.

Proposed Use:

This site offers the opportunity for thousands of new homes and the creation of a new, mixed and sustainable residential neighbourhood for London as part of a comprehensive estate renewal

programme. In February 2015, the council commissioned Fletcher Priest architects to produce a Strategic Masterplan Framework which shows the potential for a development scheme of 3,000+ new residential units.

Currently most of the housing estates in the area were designed in the 1950s and 1960s, which are ineffective in their uses of the urban space and have not encouraged thriving or sustainable neighbourhoods. Through redesigning and comprehensive redevelopment of the area, the current low density of housing could be replaced with not only an increase in homes but also the potential to create a higher standard of quality homes for a range of communities.

Council Vision:

The Tottenham Strategic Regeneration Framework (SRF) identifies the area as a place that has huge potential for new homes and jobs and identifies it as a site where estate renewal is most needed. Delivering growth, regeneration and improvement to Northumberland Park is a key priority for the council. The SRF also identifies that additional funding must be leveraged to generate this housing renewal by use of the council's public assets and Tottenham existing housing stock.

Northumberland Park has a number of advantages that could be maximised to fully realise the area's potential. It is close to a busy London High Road, planned to be on the Crossrail 2 line, next to two major regeneration and investment programmes at High Road West and the £400 million Tottenham Hotspur FC Stadium development, and close to the open spaces and waterways of the Lea Valley Park.

Development of Northumberland Park will complement the new commercial and leisure space being created at the Stadium development and will:

- Be a fantastic new residential destination for London, taking advantage of the new sports, health and wellbeing and leisure activities being created in north Tottenham;
- Deliver over 3,500 new high quality homes for a mix of incomes, tenures and lifestyles;
- Have a world class public space network, centered around new, active public and community space next to the new THFC stadium;
- Be home to mixed and sustainable communities and be a great place where people want to work, live and visit;
- Retain and enhance its diverse character and strong community identity; and
- Have a mix of urban and landscaped settings with improved access to a busy London High Road, the open spaces of the Lea Valley Park and better connections to the rest of London.



Cranwood Care Home and 102-116 Woodside Avenue, Muswell Hill N10

Site Area:

The site comprises two adjacent, separate parcels of land, located at the junction of Muswell Hill Road and Woodside Avenue N10 8NP, extending to 1.2 hectares.

Existing Use:

Former purpose built school and residential care home for the elderly built in the 1970s. In July 2011, the council approved that the care home should close in order to deliver budget savings.

Proposed Use:

The site is allocated for residential use and the council has commissioned Pellings to undertake a scheme option analysis to RIBA Stage 2. The options show that at the appropriate density the site can support c 65 new residential dwellings.

Council Vision:

The site is in the attractive residential area of Muswell Hill and has a prominent position on the corner of Woodside Avenue and Muswell Hill Road. The council is open to design solutions that meet the delivery objectives of maximum quantum of development, attractive public realm, high quality architecture and good value.

The council requires the development to deliver at least 50% affordable housing with a tenure split of 70% affordable rent and 30% intermediate housing.

Commercial Portfolio

The council owns a large commercial property portfolio comprising 146 assets (offices, industrial and retail) with a value of c £48 million, generating an annual gross income of £5.2 million.

The portfolio includes a mix of secondary and tertiary office, industrial and retail properties, offering various asset management and value improvement opportunities. The assets are located across the Borough.

	Asset Valuation (Q2 2014)	%	No. of Assets	No. of Units
Total Value	47,904,374		146	532
Tenure				
Freehold	42,798,268	89.3	137	414
Leasehold	5,106,106		9	118
Use				
Shop	20,458,025	42.7	54	194
Industrial	12,372,338	25.8	29	223
Land	3,695,984	7.7	27	42
Office	3,685,013	7.	12	20
Clinic	3,348,571	7.0	3	3
Residential	3,100,737	6.5	10	32
Community	524,435	1.1	6	6
Shop & Flat	177,995	0.4	1	1
Park	105,983	0.2	2	2
Misc	435,293	0.9	2	9

Proposed Use:

The opportunity exists to rationalise the portfolio, improve the income profile and intensify employment uses. The portfolio could also be leveraged to facilitate and/or influence redevelopment opportunities, including opportunities for land assembly with other public sector landowners/creation of more comprehensive development sites.

Further Assets

The HDV will be structured with the flexibility for further assets to be included in the future as appropriate. Other development sites that may be offered at a later stage include:

- **Broadwater Farm Estate Improvement Area N17**
- **Leabank / Lemsford Close N15**
- **Park Grove (including Durnsford Road) N11**
- **Tunnel Gardens (including Blake Road) N11**
- **Turner Avenue / Brunel Walk N15**
- **Reynardson Court N17**
- **Demountables – Watts Close N15 and Barbara Hucklesbury N22**
- **Fred Morfill House, Bounds Green Road N11**
- **Land to the rear of Muswell Hill Library N10**
- **Land opposite the Crematorium, Great Cambridge Road EN1**
- **Commercial property adjacent to Clarendon Square N15**
- **Ashley Road Depot N19**

Haringey Development Vehicle

The HDV will be established between the council and its selected partner. This is based on the 50:50 form of a joint venture vehicle, for the specific purpose of carrying out regeneration and development.

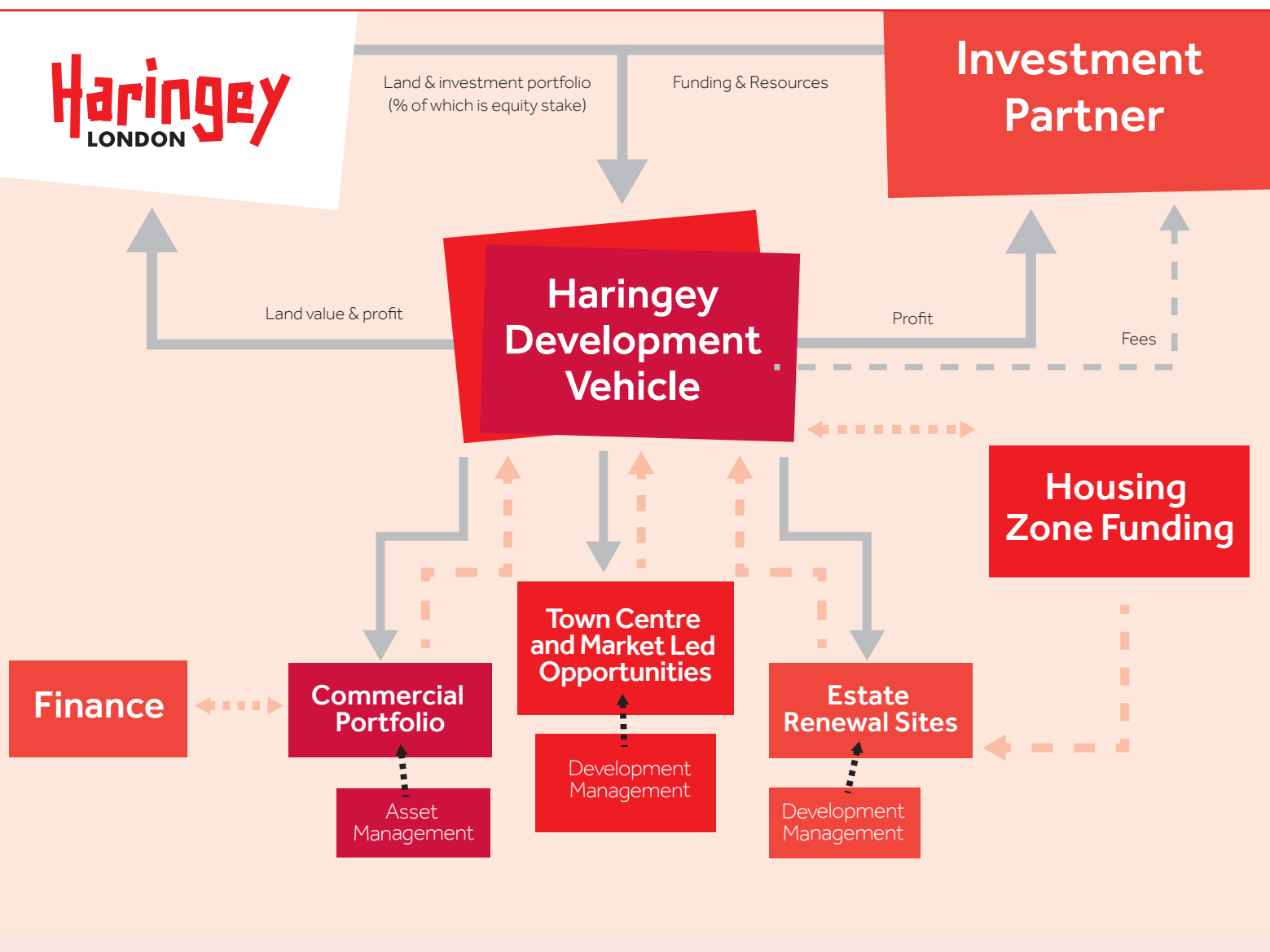
The key principles of this structure are set out below:

- **The HDV is established between the council and a private sector partner with each holding a 50% equity interest**
- **The HDV will be established as a long term vehicle, most likely for a period of 15 – 20 years with the option to renew if the partners elect to do so after the end of this period**
- **As equal stakeholders, the partners share the risks, rewards and controls**
- **The HDV may perform its activities through different subsidiary vehicles i.e. commercial portfolio, town centre and market led opportunities, estate renewal sites**
- **The private sector partner will provide, or secure the provision of, development management; asset management; fund management; management of residential accommodation; development/contractor services**
- **The services provider will receive fees for providing these services with remuneration based on incentivised targets**
- **The council will contribute development sites and the commercial portfolio to the HDV. In the case of the commercial portfolio, this could be by means of transfer on day one of establishment and, in the case of the estate renewal and development sites, future transfer subject to conditions precedent being satisfied**
- **TUPE is likely to apply. This will be explored at the next stage of the procurement process**
- **The development sites will be transferred on a long leasehold basis**
- **The council's commercial portfolio and land interests in the development sites will form its equity contribution**
- **The private sector partner will be required to input funding to match the council's equity interest and potentially other forms of funding to support development**
- **Profits are distributed equally between the partners following repayment of debt and interest**
- **The business plans of the HDV will enshrine the site and vehicle objectives**
- **The HDV will be expected to own, and secure high quality management of, the rented housing stock developed by the vehicle**

The council is seeking to establish the HDV as part of its work to implement its growth and regeneration strategy for the Borough, in particular by using the council's extensive commercial portfolio and key developable assets to assist in achieving its aims. The HDV's work will be rooted in the ambitions of the council's Corporate Plan, and the more detailed policies set

out in the Economic Development and Growth Strategy (adopted in January 2015), the Housing Strategy (due to be adopted in its final form in March 2016) and its place-specific plans for Tottenham and Wood Green. Critically, its work will take account not just of the imperative to develop homes and employment space, but also the wider social and economic elements of the council's vision for the Borough.

It is intended that the HDV will be able to apply tailored delivery mechanisms to unlock the council's development and commercial portfolios, whilst adopting a cohesive approach. The use of private sector funding and expertise will act as a catalyst in regenerating key areas in the Borough.



Timetable and Information

The council intends to follow a competitive dialogue process for the selection of its partner. This will involve the following stages:

- **Issue of notice in the Official Journal of the European Union (OJEU)**
- **Memorandum of Information and Pre-Qualification Questionnaire (PQQ)**
- **Invitation to Participate in Dialogue (ITPD) and Invitation to Submit Outline Solutions (ISOS)**
- **Invitation to Submit Detailed Solutions (ISDS) and Invitation to Submit Final Tenders (ISFT)**
- **Preferred Bidder Stage (PB)**

Pre-Qualification Questionnaire Stage

The main aim of this stage in the procurement process is to identify a long list of between six and eight potential Bidders to participate in the next stage of the procurement process. The long listing process will involve the council reviewing the information provided by Bidders in response to the Pre-Qualification Questionnaire. This document has been developed to test the financial, technical, organisational and operational capabilities of Bidders.

The selected long list will be invited to the next stage of the procurement process – the Invitation to Participate in Dialogue (ITPD) resulting in the submission of an Invitation to Submit Outline Solutions (ISOS) document. Please note, the council reserves the right to amend this number at its discretion depending upon the quality of submissions received.

Invitation to Submit Outline Solutions Stage

At the commencement of this stage, Bidders will be issued with an Invitation to Participate in Dialogue (ITPD) document, containing instructions and information for participation in this stage, and an Invitation to Submit Outline Solutions (ISOS) document, setting out response requirements. This stage has been developed to test Bidders' proposals and approach in respect of the opportunity, and will include opportunities for dialogue between the council and Bidders.

At the end of this stage, ISOS submissions made by Bidders will be evaluated against the evaluation criteria set out in the ITPD document, and it is intended that three parties will be taken through to the next stage. Please note, the council reserves the right to amend this number at its discretion depending upon the quality of submissions received.

Invitation to Submit Detailed Solutions Stage

At the commencement of this stage, Bidders will be issued with an Invitation to Submit Detailed Solutions (ISDS) document. This stage will include finalisation by Bidders of proposals and will include dialogue between the council and Bidders.

This stage will end with the issue of the Invitation to Submit Final Tenders (ISFT) document.

Invitation to Submit Final Tenders Stage

Final tenders submitted by bidders in response to the ISFT document will be evaluated against the criteria set out in the ISFT document.

Programme

The current programme sets out the following procurement timetable in this respect:

Stage	Date
PIN	
Issue PIN	30 November
OJEU, MOI and PQQ	
Issue OJEU Notice – MOI and PQQ	w/c 11 January 2016
Bidder Briefing Day	1 February 2016
Return of PQQs	22 February 2016
Evaluation of PQQs	March 2016
ITPD	
Issue ITPD and ISOS	21 March 2016
ISOS clarification sessions (3 anticipated per bidder)	w/c 4 April 2016 w/c 25 April 2016 w/c 23 May 2016
Submission of ISOS responses	8 June 2016
Evaluation of ISOS responses	June 2016
ISDS	
Issue ISDS	4 July 2016
ISDS bidder sessions	July 2016 / August 2016 / September 2016
ISFT	
Issue ISFT	October 2016
Submission of ISFT responses	October 2016
Evaluation of ISFT responses	November 2016
PREFERRED BIDDER	December 2016

The Bidder Briefing Day will be held on 1 February 2016 at River Park House (225 High Road, London N22 8HQ) and will include the following:

- **Welcome and Introduction to Haringey**
- **Haringey – The Place and the Transformation**
- **The Haringey Development Vehicle – Background and Concept (sites and opportunities)**
- **The Procurement Process – Approach, Dates and Contacts**
- **Questions**

Bidders will be required to confirm their attendance (including names of attendees) via the electronic Delta e-sourcing portal.

Please note the dates in the timetable are indicative only and the council reserves the right to change any or all of the dates as necessary at its absolute discretion. In the event of any such changes, the council will notify all Bidders.

The council reserves the right not to make any appointment following this process. All Bidders are responsible for their own costs and the council will not fund the costs of any Bidder in applying for this opportunity.

Project Team Structure

The project team is made up of a panel of senior council officers and professional advisors to support the council in the delivery of this opportunity.

The advisors to the council are:

- **Turnberry Real Estate: commercial**
- **Pinsent Masons LLP: legal**
- **Bilfinger GVA: property**

Information to be provided

All information available to Bidders at this stage is accessible through the Delta portal system.

Successful Bidders, following evaluation of the Pre-Qualification Questionnaire, will be given further access to the electronic data room at the ISOS Stage. The data room will provide further detailed project and site specific information.

Access will only be provided to successful Bidders upon the Bidder's agreement to the project terms and conditions and signing of a Confidentiality Agreement.

The electronic data room will be updated as and when required throughout the procurement process. Email alerts will automatically notify Bidders of any updates. However, Bidders should continually check the electronic data room to keep fully apprised of additional information uploaded on to it during the course of the selection process.

Please note any information provided in the MOI and PQQ documents available on the electronic Delta e-sourcing portal supersedes that provided within the hard copy versions available.

Enquiries

All enquiries regarding this project should be addressed through the Delta e-sourcing portal and should arrive no later than 17.00 hours on 17 February 2016.

All enquiries which are of a procedural nature or a request for additional information and are applicable to all Bidders will be circulated with answers to all Bidders.

Enquiries which we believe are of a commercially sensitive nature will be dealt with on an individual basis. The council and its advisors make no guarantee that such information can and will be made available. The council and its advisors will ensure that compliance is made in respect of principles of transparency and non-discrimination in responding to any enquiries.

Responses

Bidders who wish to be considered for selection as the strategic investment and development partner are required to complete and submit the Pre-Qualification Questionnaire together with all relevant supporting documents by 12.00 noon on 22 February 2016.

Bidders should note that responses should be in electronic format only through the Delta e-sourcing portal system. Instructions for submission are included within the Pre-Qualification Questionnaire.

Pre Qualification Questionnaire (PQQ)

Stage 1

Applicant details only

(for information only)

1.1 Bidder details

1.1.1 Full name of the Bidder completing the PQQ

1.1.2 Registered company address

1.1.3 Registered company number

1.1.4 Registered charity number

1.1.5 Registered VAT number

1.1.6 Name of immediate parent company

1.1.7 Name of ultimate parent company

1.1.8 Please indicate your trading status

- i) a public limited company ☐ Yes
- ii) a limited company ☐ Yes
- iii) a limited liability partnership ☐ Yes
- iv) other partnership ☐ Yes
- v) sole trader ☐ Yes
- vi) other (please specify) ☐ Yes

1.1.9 Please indicate whether any of the following classifications apply to you

- i) Voluntary, Community and Social Enterprise (VCSE) ☐ Yes
- ii) Small or Medium Enterprise (SME)¹ ☐ Yes
- iii) Sheltered workshop ☐ Yes
- iv) Public service mutual ☐ Yes

1.2 Bidding model

Please indicate whether you will

1.2.1 Deliver 100% of the key contract deliverables yourself ☐ Yes1.2.2 Use third parties (key subcontractors) to deliver *some* of the services ☐ Yes

1.2.3 If you answer Yes to question 1.2.2 please provide details of your proposed bidding model as a separate appendix (using the template set out in Appendix 1) that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

1.2.4 Operate as a Managing Agent and will use third parties to deliver all (or substantially all) of the services ☐ Yes

1.2.5 If you answer Yes to question 1.2.4 please provide as a separate Appendix details of your proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

1.2.6 Bidding as a consortium but not proposing to create a new legal entity ☐ Yes¹ See EU definition of SME: <http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/>

1.2.7. If you answer Yes to 1.2.6, please provide:

- i) details of your consortium within a separate appendix to explain the alternative arrangements i.e. why a new legal entity is not being created.
- ii) consortium applications are also required to complete Appendix 2.

Please note that the Authority may require the Consortium to assume a specific legal form if awarded the contract, to the extent that it is necessary for the satisfactory performance of the contract

1.2.8 Bidding as a consortium and intend to create a Special Purpose Vehicle (SPV).

☐ Yes

1.2.9 If you answer Yes to 1.2.8, please provide:

- i) details of your Consortium (in a separate appendix) current lead member and intended SPV and provide full details of the proposed bidding model.
- ii) consortium applications are also required to complete Appendix 2

1.2.10 Any other bidding model not outline above

☐ Yes

1.2.11 If you answer Yes to 1.2.10, please provide:

- i) full details of the proposed bidding model as a separate Appendix
- ii) consortium applications are also required to complete Appendix 2.

1.3 Contact details

Bidder contact details for enquiries about this PQQ

1.3.1 Name

1.3.2 Postal Address

1.3.3 Country

1.3.4 Phone

1.3.5 Mobile

1.3.6 Email

1.3.7 Website

1.4 Licensing and registration

1.4.1 Registration with a professional body

If applicable, is your business (or any member of the consortium, if applicable) registered with the appropriate trade or professional register(s) in the EU member state where it is established (as set out in Annex XI of directive 2014/24/EU) under the conditions laid down by that member state).

☐ Yes

1.4.2 If you answer Yes to 1.4.1, please provide the registration number

1.4.3 Is it a legal requirement in the state where you are established for you to be licensed or a member of a relevant organisation in order to provide the requirement in this procurement?

☐ Yes

If you have answered Yes to 1.4.3, please provide additional details of what is required and confirmation that you have complied with this.

Policies And Financial Standing Assessment

(Pass / Fail)

Bidders are required to respond to each of the following questions, only compliant applications which have passed Stage 2, will have their Stage 3 submissions evaluated.

The Authority reserves the right to adjust the minimum requirements in accordance with Regulations and to reject responses from Bidders who are unable to meet them.

2. Grounds for mandatory exclusion

You (or any member of the consortium, if applicable) will be excluded from the procurement process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved).

If you (or any member of the consortium, if applicable) have answered "yes" to question 2.2 on the non-payment of taxes or social security contributions, and have not paid or entered into a binding arrangement to pay the full amount, you may still avoid exclusion if only minor tax or social security contributions are unpaid or if you have not yet had time to fulfil your obligations since learning of the exact amount due. If your organisation (or any member of the consortium, if applicable) is in that position please provide details using a separate Appendix. You may contact the Authority for advice before completing this form.

2.1 Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), Directors or partner or any other person who has powers of representation, decision or control been convicted of any of the following offences?

Please indicate your answer by marking 'X' in the relevant box.

a) conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime;

☐ Yes ☐ No

b) corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906;

☐ Yes ☐ No

c) the common law offence of bribery;

☐ Yes ☐ No

d) bribery within the meaning of sections 1, 2 or 6 of the Bribery Act 2010; or section 113 of the Representation of the People Act 1983;

☐ Yes ☐ No

e) any of the following offences, where the offence relates to fraud affecting the European Communities' financial interests as defined by Article 1 of the Convention on the protection of the financial interests of the European Communities:

☐ Yes ☐ No

- | | |
|--|---|
| <p>(i) the offence of cheating the Revenue;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>(ix) the possession of articles for use in frauds within the meaning of section 6 of the Fraud Act 2006, or the making, adapting, supplying or offering to supply articles for use in frauds within the meaning of section 7 of that Act;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(ii) the offence of conspiracy to defraud;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | |
| <p>(iii) fraud or theft within the meaning of the Theft Act 1968, the Theft Act (Northern Ireland) 1969, the Theft Act 1978 or the Theft (Northern Ireland) Order 1978;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>f) any offence listed—</p> <p>(i) in section 41 of the Counter Terrorism Act 2008; or</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(iv) fraudulent trading within the meaning of section 458 of the Companies Act 1985, article 451 of the Companies (Northern Ireland) Order 1986 or section 993 of the Companies Act 2006;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>(ii) in Schedule 2 to that Act where the court has determined that there is a terrorist connection;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(v) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>g) any offence under sections 44 to 46 of the Serious Crime Act 2007 which relates to an offence covered by subparagraph (f);</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(vi) an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>h) money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(vii) destroying, defacing or concealing of documents or procuring the execution of a valuable security within the meaning of section 20 of the Theft Act 1968 or section 19 of the Theft Act (Northern Ireland) 1969;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>i) an offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988 or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
| <p>(viii) fraud within the meaning of section 2, 3 or 4 of the Fraud Act 2006; or</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> | <p>j) an offence under section 4 of the Asylum and Immigration (Treatment of Claimants etc.) Act 2004;</p> <p style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> |

- k) an offence under section 59A of the Sexual Offences Act 2003;

☐ Yes ☐ No

- l) an offence under section 71 of the Coroners and Justice Act 2009

*as repealed by the Modern Slavery Act 2015

☐ Yes ☐ No

- m) an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994; or

☐ Yes ☐ No

- n) any other offence within the meaning of Article 57(1) of the Public Contracts Directive—

- (i) as defined by the law of any jurisdiction outside England and Wales and Northern Ireland; or

☐ Yes ☐ No

- (ii) created, after the day on which these Regulations were made, in the law of England and Wales or Northern Ireland.

☐ Yes ☐ No

2.2 Non-payment of taxes

- 2.2.1 Has it been established by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which your organisation is established (if outside the UK), that your organisation (or any member of the consortium, if applicable) is in breach of obligations related to the payment of tax or social security contributions?

☐ Yes ☐ No

- 2.2.2 If you (or any member of the consortium, if applicable) have answered Yes to this question, please use a separate Appendix to provide further details. Please also use that Appendix to confirm whether you have paid, or have entered into a binding arrangement with a view to paying, including, where applicable, any accrued interest and/or fines?

3. Grounds for discretionary exclusion

The Authority may exclude any Bidder (or any member of the consortium, if applicable) who answers 'Yes' in any of the following situations set out in paragraphs (a) to (j);

- 3.1.1 Within the past three years, please indicate if any of the following situations have applied, or currently apply, to your organisation (or any member of the consortium, if applicable).

- a) your organisation has violated applicable obligations referred to in regulation 56 (2) of the Public Contracts Regulations 2015 in the fields of environmental, social and labour law established by EU law, national law, collective agreements or by the international environmental, social and labour law provisions listed in Annex X to the Public Contracts Directive as amended from time to time;

☐ Yes ☐ No

- b) your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;

☐ Yes ☐ No

- c) your organisation is guilty of grave professional misconduct, which renders its integrity questionable;
- ☐ Yes ☐ No
- d) your organisation has entered into agreements with other economic operators aimed at distorting competition;
- ☐ Yes ☐ No
- e) your organisation has a conflict of interest within the meaning of regulation 24 of the Public Contracts Regulations 2015 that cannot be effectively remedied by other, less intrusive, measures;
- ☐ Yes ☐ No
- f) the prior involvement of your organisation in the preparation of the procurement procedure has resulted in a distortion of competition, as referred to in regulation 41, that cannot be remedied by other, less intrusive, measures;
- ☐ Yes ☐ No
- g) your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions;
- ☐ Yes ☐ No
- h) your organisation—
- i. has been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria; or
- ☐ Yes ☐ No
- ii. has withheld such information or is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015; or
- ☐ Yes ☐ No
- i) your organisation has undertaken to:
- i. unduly influence the decision-making process of the contracting authority, or
- ☐ Yes ☐ No
- ii. obtain confidential information that may confer upon your organisation undue advantages in the procurement procedure; or
- ☐ Yes ☐ No
- j) your organisation has negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.
- ☐ Yes ☐ No

3.2 Conflicts of interest

In accordance with question 3.1.1 (e), the Authority may exclude the Bidder if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure.

Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the Bidder to inform the Authority, detailing the conflict in a separate Appendix. Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the Authority should not represent a conflict of interest for the Bidder.

3.3 Taking Account of Bidders' Past Performance

3.3.1 In accordance with question 3.1.1 (g), the Authority may assess the past performance of a Bidder (through a Certificate of Performance provided by a customer or other means of evidence). The Authority may take into account any failure to discharge obligations under the previous principal relevant contracts of the Bidder completing this PQQ. The Authority may also assess whether specified minimum standards for reliability for such contracts are met.

In addition, the Authority may re-assess reliability based on past performance at key stages in the procurement process (i.e. Bidder selection, tender evaluation, contract award stage etc.). Bidders may also be asked to update the evidence they provide in this question to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

3.4 'Self-cleaning'

3.4.1 Any Bidder (or any member of the consortium, if applicable) that answers 'Yes' to any part of questions 2.1, 2.2 and 3.1 should provide sufficient evidence, in a separate Appendix, that provides a summary of the circumstances and any remedial action that has taken place subsequently and effectively "self cleans" the situation referred to in that question. The Bidder (or any member of the consortium, if applicable) has to demonstrate it has taken such remedial action, to the satisfaction of the Authority in each case.

If such evidence is considered by the Authority (whose decision will be final) as sufficient, the economic operator concerned shall be allowed to continue in the procurement process.

In order for the evidence referred to above to be sufficient, the Bidder shall, as a minimum, prove that it has;

- paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct;
- clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities; and
- taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct.

The measures taken by the Bidder shall be evaluated taking into account the gravity and particular circumstances of the criminal offence or misconduct. Where the measures are considered by the Authority to be insufficient, the Bidder shall be given a statement of the reasons for that decision.

4. Economic and Financial Standing

The consortium member providing the equity commitment must be able to demonstrate that it can meet the financial requirements set out below

However, Bidders should note that all members of the Consortium are required to submit a response to each question within this Section 4.

- 4.1.1 Please provide in a separate appendix one of the following to demonstrate your economic/financial standing;
- a) A copy of the audited accounts for the most recent two years
 - b) A statement of the turnover, profit & loss account, current liabilities and assets, and cash flow for the last three years of trading for this organisation
 - c) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position
- 4.2. Please provide details of your annual turnover and net assets after tax for the past 3 financial years. The Authority requires that the Bidder is able to evidence:
- i) Turnover of at least £25 million per annum each year for the last two years; and ii) its current net assets have been valued at least £100 million per annum within its accounts each year for the last two years.

Where the Bidder is not able to demonstrate it is able to meet one or either of these requirements, the Bidder is invited to provide details of alternative means of guaranteeing financial performance within a separate Appendix.

- 4.3.1 Please provide details of current banking facilities (including any covenants attached) and levels of drawdown as at the date of response, together with any commentary you wish to provide on your current debt and drawdown position:
- 4.3.2 Please provide confirmation as to whether the Bidder has met the terms of its banking

facilities and loan agreements (if any) as they fall due during the past year. If not met, please provide details including the reasons for this arising and set out what remedial action has been taken.

- 4.3.3 Confirmation as to whether the Bidder has met all its obligations to pay its creditors and employees as they fall due during the past year. If not met, please provide details including the reasons for this arising and set out what remedial action has been taken.

The Authority reserves the right to request any further additional information following analysis of the financial information provided.

- 4.3.4 **The Bidder will be required to provide a financial and/or performance guarantee as principal obligor in relation to those obligations required to be guaranteed under the suite of contracts to be entered into by the successful Bidder. Please confirm that you would be willing to provide such a guarantee. (Where the 'Bidder' is a consortium, one or more of the members which have passed the financial assessment must indicate whether those parties would be willing to provide such a guarantee).**

☐ Yes ☐ No

5. References

- 5.1.1 Bidders must provide details of two referees (each consortium member to provide two referees).

The referees must relate to the case studies provided in response to question 10.

Please confirm the following contact details of your referees who the Authority can contact for further information if required (please repeat for each consortium member, if the 'Bidder' is a consortium). The Authority reserves the right to call upon these references at any point during the procurement process:

- Name of customer organisation
- Point of contact in customer organisation
- Position in the organisation
- E-mail address

6. Insurance

6.1 Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below:

6.1.1 Employer's (Compulsory) Liability Insurance = £10 million per occurrence

☐ Yes ☐ No

6.1.2 Public Liability Insurance = £10 million per occurrence

☐ Yes ☐ No

6.1.3 Professional Indemnity Insurance = £5 million per occurrence

☐ Yes ☐ No

7. Compliance with equality legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located

7.1.1 Please self-certify that your organisation (or any member of the consortium, if applicable) has a Equality Policy that complies with current legislative requirements

☐ Yes ☐ No

7.1.2 In the last three years, has any finding of unlawful discrimination been made against your organisation (or any member of the consortium, if applicable) by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?

☐ Yes ☐ No

7.1.3 In the last three years, has your organisation (or any member of the consortium, if applicable) had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds of alleged unlawful discrimination?

☐ Yes ☐ No

7.1.4 If you (or any member of the consortium, if applicable) have answered "yes" to 7.1.2 or 7.1.3 please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date.

If the investigation upheld the complaint against your organisation (or any member of the consortium, if applicable), please use an Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.

You may be excluded if you are unable to demonstrate to the Authority's satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.

7.1.5 If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?

☐ Yes ☐ No

8. Environmental Management

- 8.1. Please self-certify that your organisation (or any member of the consortium, if applicable) has an Environmental Policy that complies with current legislative requirements

☐ Yes ☐ No

- 8.1.2 Has your organisation (or any member of the consortium, if applicable) been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?

☐ Yes ☐ No

- 8.1.3 If you answered Yes to 8.1.2, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.

The Authority will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last 3 years, unless the Authority is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.

- 8.1.4 If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?

☐ Yes ☐ No

9. Health and Safety

- 9.1.1 Please self-certify that your organisation (or any member of the consortium, if applicable) has a Health and Safety Policy that complies with current legislative requirements

☐ Yes ☐ No

- 9.1.2 Has your organisation (or any member of the consortium, if applicable) or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?

☐ Yes ☐ No

- 9.1.3 If you answered Yes to 9.1.2, please provide in a separate Appendix details of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result

The Authority will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to the Authority's satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.

- 9.1.4 If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?

☐ Yes ☐ No

Stage 3: Technical Assessment

(Weighted And Scored)

10. Project Examples

For questions 10.1.1-10.1.4 below please provide details of example projects in which your organisation has had a significant involvement, to include the following:

- Description and location details;
- Project commencement and completion date; (where applicable);
- Structure detail;
- Quantum, sources and terms of funding;
- Details of role undertaken;
- Specific reference to the roles and responsibility of Key Personnel
- Names and details of other partners involved;
- Relevance to the opportunity proposed by the Council;
- Key challenges and how these were addressed; and
- Identify what the objectives of the project were and whether they were successfully delivered to date (e.g. jobs created, housing units delivered).

Project examples should be on-going or completed within the last 5 years. Consortium Bidders should indicate to which member of the consortium the example relates and the nature of the consortium member involvement.

10.1.1 The Bidder should provide three examples demonstrating its experience of delivering complex, mixed-use regeneration and estate renewal development projects in partnership with the public sector (including development management experience)

and in fulfilling public sector objectives and outputs indicating performance against programme (responses should be no more than five sides of A4, font size 12).

10.1.2 The Bidder should provide three examples demonstrating its experience of working in partnership with public sector and/or private sector organisations, stakeholders and local strategic partners in joint venture / delivery vehicle structures. This should demonstrate the Bidder's approach to long term partnerships; understanding / experience of joint venture / delivery vehicles; and understanding of the requirements of the public sector in establishing and operating such structures, including any workforce issues (responses should be no more than five sides of A4, font size 12).

10.1.3 The Bidder should provide three examples demonstrating its experience of funding or procuring funding (in relation to specific projects); managing (fund management) funding to facilitate regeneration and development projects; and leveraging investment / funding at the early stages of a project to facilitate a portfolio of development (responses should be no more than five sides of A4, font size 12).

10.1.4 The Bidder should provide three examples demonstrating its experience of managing (asset management experience) investment portfolios, including experience of maximising the rental income and the value of the portfolio and exceeding budget targets and estate management performance indicators (responses should be no more than four sides of A4, font size 12).

11. Structure and Capability

Where the 'Bidder' is a consortium, the Authority requires only one response to each question within this section 11 on behalf of the consortium. However, where referring to previous experience, the Bidder should indicate to which member of the consortium the example relates.

11.1.1 Structure

Please give details of the structure of the Bidder (i.e. the legal entity that will be contracting with the Authority) by way of an organogram to be provided as a separate document. If the 'Bidder' is a consortium, please indicate the names of the key individuals of each consortium partner and provide a description of the relationship between the consortium members.

The Bidder should explain which skills are provided from within its own organisation (or consortium if bidding as a consortium) and which are provided from other organisations and how they are sourced (e.g. external parties/sub-contractors).

Where the 'Bidder' is a consortium, please clearly indicate in the organogram which role each Consortium member will take.

Responses should not exceed two sides of A4 font size 12.

11.1.2 Capability

The Authority wishes to obtain an understanding of the technical skills of the Bidder, in particular in relation to the staff which are involved in the delivery of property development projects. The Bidder should provide (as a separate document), a summary CV providing the following information:

- names of members of staff which have prior experience of delivering property development and estate renewal projects ("Key Personnel");
- details of the qualifications and relevant experience of the Key Personnel.

Responses should not exceed four sides of A4 paper font size 12 in total (i.e. responses should not be submitted as separate CVs)

12. Economic and Social Benefits

Where the 'Bidder' is a consortium, the Authority requires only one response to each question within this section 12 on behalf of the consortium. However, where referring to previous experience, the Bidder should indicate to which member of the consortium the example relates.

12.1.1 From the examples you have provided or from other projects and schemes undertaken, please give details of how you have provided or facilitated social and economic benefits for the communities involved, and of the results and outcomes of those activities. As part of this please indicate how you have delivered new employment opportunities, skills training, support to business, contribution to education, improvements in care and health, community capacity building and engagement and any other social or economic benefit that you believe demonstrates your skills in this area. Responses should not exceed two sides of A4 font size 12.

12.1.2 The Authority will be interested in project examples you consider to be particularly innovative, and those that demonstrate your ability to work effectively with key stakeholders involved in those projects including (but not limited to) providers, agencies, charities and funders. Responses should not exceed two sides of A4 font size 12.

13. Environmental Sustainability

13.1.1 Please give details of how you have addressed issues of environmental sustainability in completed or in-progress projects. Please provide details of your measures for ensuring ethical sourcing and sustainability throughout your supply chain. Please give examples of your experience of developments that aim towards carbon neutral status.

Please cross refer your response to the case studies given in the answer to question 10 above.

Responses should not exceed two sides of A4 font size 12.

14. Quality and Design and Quality Management

14.1.1 From the examples provided in question 10, please describe the approach that you have taken to delivering high- quality architecture and urban design which is integrated to the existing context and creates a sense of place including the delivery of high quality public realm. Responses should not exceed two sides of A4 font size 12.

14.1.2 What challenges have you faced in achieving high quality design and how have they been overcome? In particular, please state where you have overcome site constraints or delivered new or altered operational assets. Please cross refer to the examples given in the answer to question 10 above. Responses should not exceed two sides of A4 font size 12.

14.1.3 Please provide details of your quality attestation registrations (if any) for example under ISO9001 or equivalent. Responses should not exceed one side of A4 font size 12.

14.1.4 Please provide details of how you have approached contract and project management, and service delivery. Please also provide details of the person who is responsible for quality standards. Responses should not exceed two sides of A4 font size 12.

15. Declaration

I declare that to the best of my knowledge the answers submitted to these questions are correct. I understand that the information will be used in the selection process to assess my organisation's suitability to be invited to participate further in this procurement, and I am signing on behalf of

(Insert name of Bidder).

I understand that the authority may reject my submission if there is a failure to answer all relevant questions fully or if I provide false/misleading information. I have provided a full list of any Appendices used to provide additional information in response to questions.

I also declare that there is no conflict of interest in relation to the Authority's requirement.

PQQ COMPLETED BY

Name

Role in organisation

Date

Signature



Turnberry



EXTRACT ONLY



HARINGEY COUNCIL

INVITATION TO SUBMIT FINAL TENDERS

HARINGEY DEVELOPMENT VEHICLE

OJEU REFERENCE: 2016/S 008-010032

December 2016

3 FINAL TENDER (ISFT) RETURN REQUIREMENTS

Introduction

The Authority has set out below the requirements of Bidders in responding to the ISFT and preparing their Final Tenders.

Please note the Final Tenders will form the basis of the structural documentation that will be used to establish, manage and govern the HDV. As such, Final Tenders will take the form of the:

- Strategic Partnership Business Plan;
- Development Business Plans for all Category 1 sites (Northumberland Park, Wood Green and Cranwood);
- Investment Business Plan;
- Financial Model; and
- Legal documentation.

The Strategic Partnership Business Plan, the Development Business Plans and the Investment Business Plan are collectively referred to as 'the Business Plans'. The Authority is seeking Business Plans that best address and meet its stated Level 2 criteria in terms of Place Making, Social and Economic Benefits, Delivery and Financial Proposal. Bidders' responses on the legal documentation will confirm their approach to Legal Structure and Governance.

The structural and legal documentation must enshrine the agreed HDV objectives.

1. The Strategic Partnership Business Plan must incorporate the over-arching HDV strategic objectives; and
2. The Development Business Plans must incorporate the site specific objectives.

Suggested formats for the Business Plans are set out at Schedule 2 of the Members' Agreement. These formats are not fixed and Bidders are invited to tailor the format of each Business Plan as required, provided that it remains clear how the HDV objectives will be met and under which evaluation criterion/criteria Bidders would expect each element to be assessed.

Set out below are the key areas, within each of the Level 2 criteria, that the Authority expects to be covered (as a minimum) within the Business Plans. Bidders should also refer to the guidance and issues regarding the Authority's vision and objectives for the Borough as set out in Appendix 3.

1. Place Making

Development Business Plans should provide appropriate information relating to design and commentary on scheme proposals (schematic layouts and specifications). These should explicitly address the Authority's stated objectives as set out in Appendix 3 of this ISFT. These are expected to be provided to RIBA Stage 1 (Preparation and Brief) and should also include:

- Concept scheme designs;
- Masterplans at 1:1,250 (as site plans);
- Appropriate cost information;
- Project/phasing strategy (as relevant); and
- Visual representations via a mix of sketches and CGIs (which do not need to be fully rendered).

A Design Report which is expected to set out the architectural response to the following key themes:

- Interpretation of the brief;
- The vision for the area;
- The site;
- Massing studies;
- Layout;
- Master plan approach;
- Public realm / approach to landscape design;
- Access;
- Sustainability; and
- Character analysis and heritage.

Northumberland Park

In respect of Northumberland Park, however, the Authority has some particular requirements.

The Northumberland Park Business Plan should include, inter alia, the following key elements:

1) For the first phase of the Northumberland Park regeneration scheme (the existing Northumberland Park Community School site) more developed design proposals (including master plans at 1:500 and 1:200) are expected.

2) Ensuring that there is effective 'place integration' between the Northumberland Park regeneration scheme and the emerging Tottenham Hotspur FC and High Road West redevelopments will be a key challenge for the HDV. Bidders should set out how they would develop a design framework (including buildings; typologies; spaces) for Northumberland Park that would ensure there was link up and integration between the three schemes. The Northumberland Park Development Business Plan should reflect the need to consider security and crowd management controls.

Public Realm

The Northumberland Park Development Business Plan needs to set out three key elements in relation to public spaces, streets and open spaces:

1) Setting out a 'Streetscape Strategy' for the Northumberland Park regeneration scheme. As well as setting out street hierarchies and methodologies for design and activation, it should focus on:

- Setting out how Northumberland Park will connect, and be integrated with, the emerging Tottenham Hotspur FC and High Road West redevelopments; and
- The roles Park Lane and Northumberland Park (road) will have as 'public spaces' within the Northumberland Park regeneration scheme and as key routes linking with activity (the High Road; the stations) and open spaces (Bruce Castle Park; Lee Valley Park) to the east and west of the regeneration area.

2) Linked to number 1 above, the Lee Valley Park is one of Tottenham's best assets and should be exploited as a key value generator and part of the place making story for Northumberland Park. Please set out proposals for physical and perceptual (e.g. legibility improvements and the implementation of recreational uses in the Lee Valley Park) investment, infrastructure changes and projects which will effectively link the Northumberland Park regeneration scheme with the Lee Valley Park (Bidders should refer to the draft Green and Open Spaces Strategy for Tottenham Hale.)

3) Place management: please set out the approach to implementing a single, high quality maintenance regime across a phased redevelopment of the scheme, with a particular focus on Phase 1.

Outside Broadcast Facilities

The Authority is in the process of agreeing the terms of a deal to lease Tottenham Hotspur Football Club (the "Club") land for its outside broadcast requirements. This will require a Council Executive (Cabinet/Leader) decision. Bidders are asked to plan for this in the concept masterplan work for the Northumberland Park Community School site. As per previous documents the total space required is up to a maximum of 2,800 sqm. The position with regard to options involving St Paul's and All Hallows Church of England Junior and Infants School, and the consequent implications remain as per the ISDS document.

However, contrary to the provisions of the ISDS document, if Bidders wish to consider an integrated solution within new developments they are at liberty to do so. External surface solutions remain welcome. The outside broadcast space shall not be by the eastern entrance to the stadium. A summary of the terms of the lease is attached. This will be updated as necessary, and bidders informed following agreement by the Club. The necessary consents to enable this lease are applied for and it is anticipated they will be obtained in this calendar year.

As outlined by Tottenham Hotspur during dialogue, the Club has agreed to host NFL American Football matches and requires space to accommodate fanzone facilities on matchdays. The Authority is generally supportive of this principle, albeit it has not taken any formal decision on the suggested fanzone, and wishes bidders to allow for the potential use twice a year of a portion of the regeneration area for this purpose. This land is likely to be devoted to public realm. It is considered that this should be a minimum of 2,000 sqm, likely to be adjacent to the

eastern entrance to the stadium, and separate from the outside broadcast space, but the Authority has not fixed the design or extent of an area. Nor has the Authority agreed any commercial terms or the basis on which this will happen. The club does have aspirations to increase the number of matches. All of these matters will be for negotiation between the HDV and the Club.

Bidders are aware that the Club has further aspirations with regard to traffic movements, space for security checks and potential additional space to allow enhanced crowd control. In addition there are security, safety and transport implications which will need to be considered. Bidders are advised that all of these in terms of both design and commercial aspects are for discussion, negotiation and agreement between the Club and the HDV.

Education

The early delivery of a new school at Northumberland Park is a key imperative for the regeneration scheme – both in terms of phasing and as a value generator for the HDV. The funding of the school is currently assumed to come via the Authority's overall capital programme (the Authority's Capital Strategy identifies £18.2 million for this) with the balance from the Education Funding Agency (EFA). There is, though, no guarantee that the EFA would provide this funding.

Bidders are asked to set out an alternative funding strategy that could be implemented if the approach set out above does not come to fruition. Bidders should set out any impacts they believe this would have on scheme delivery.

Wood Green

Authority Office Accommodation

Bidders are referred to Appendix 3 for further background on the Authority's requirements for office accommodation. Bidders should provide a narrative as to how the HDV would deliver the Authority's requirements on either of the sites and should set out the preferred approach to funding the construction of the facility and the preferred funding of the accommodation.

The Authority expects that the HDV will build the facility for the Authority for transfer to the Authority's ownership on a turnkey basis. However, the Authority welcomes submissions outlining alternative or innovative solutions for the funding and payment of the accommodation. The Authority wishes to minimise the costs of both the construction and its long term financial obligations.

Bidders will be evaluated on their response to this task under the 'Delivery' and 'Funding' evaluation criteria. As no design work is required now, points will not be awarded under the 'Placemaking' criterion.

Sustainability and Energy

The Business Plans should identify innovative and deliverable approaches to overcoming financial and institutional barriers (perceived or otherwise) to achieving the best possible sustainability outcomes.

The Strategic Partnership Business Plan should set out how the HDV will actively deliver the Authority's ambition to improve the local environment and performance of new developments and existing building stock for which it will be responsible. Bidders are also encouraged to propose ways in which the HDV could contribute to improvements in other domestic and non-domestic stock in the Borough, and drive wider sustainability improvements that go beyond building performance. In all cases, Bidders are encouraged to exceed the requirements of planning policy where appropriate.

Detail should include, as appropriate, the approach to:

- New development to be bought forward by the HDV;
- The existing commercial portfolio to be transferred to the HDV;
- Other domestic and non domestic stock in the Borough;
- Delivering wider enhancements beyond the building stock;
- Indicative delivery models, for example considering resourcing, financing, supply chain, balancing potential viability tensions, as well as suggested key performance indicators and outcomes; and
- Best value, benchmarking, monitoring and continuous improvement.

Each site-specific or portfolio-specific Business Plan should set out a clear and detailed sustainability and energy strategy for the site/portfolio in question. The Northumberland Park Development Business Plan should set out a clear and detailed sustainability and energy strategy for the Northumberland Park site as a whole, not just the initial phases. These strategies should include:

- The reasoning for the approach chosen, including how the strategy addresses site and development specific opportunities and constraints, and balances sustainability with the Authority's other objectives;
- Illustration of how the energy hierarchy has been observed, illustration of the approach to site-wide energy and – where relevant – proposals for integration with the Authority's emerging plans for district energy networks in North Tottenham and Wood Green;
- A statement of key assumptions, including on the financial model and anticipated improvements to building regulations over the life of the build-out; and
- Details of other sustainability measures to be delivered and how any identified local environmental factors would be addressed.

2. Social And Economic Benefits

Bidders should identify at least two social and/or economic priority initiatives. At least one of these should be in the field of jobs and skills, whilst the other(s) should be based on the Authority's other published priorities, and any assessment of local need or opportunity identified by Bidders. These proposals should appear in the Strategic Partnership Business Plan, or in individual Development Business Plans, depending on whether they will be HDV-wide or site-specific.

The detail should include:

- Detailed, costed analysis as to how the HDV will contribute to these issues;
- Approach to delivery;
- Starting up;
- Integration with other Authority services;
- Resourcing (staffing and financial);
- Five year costings;
- Outputs and outcomes;
- Any mechanism for incentivising the HDV to deliver outputs and outcomes; and
- Post development exit / endowment plan.

As part of this, Bidders are required, within the Northumberland Park Development Business Plan, to respond to the three key themes for social and economic outcomes identified in Appendix 3. In particular, Bidders should identify:

- Under Theme 1 – *Create Better Prospects* – opportunities to maximise employment, training and apprenticeship opportunities and pathways to enable local people to access and benefit from these opportunities; proposals for commercial quantum and typologies; and proposals for ensuring that local businesses and the local economy in general are able to benefit from the regeneration and development opportunities the Northumberland Park scheme will provide;
- Under Theme 2 – *Enable Healthy and Safe Lives* – proposals for enabling healthy and safe lives by: improving connectivity and designing healthy and safe places that support active aging, wellbeing and healthy lifestyles; improving access to art, culture and sport facilities; supporting future community initiatives; and delivering social and community infrastructure that provides integrated services and supports community cohesion by enabling current and new communities to mix;
- Under Theme 3 – *Build Community Capacity* – proposals for ensuring that Northumberland Park becomes an area where: its people and communities are confident, resilient and able to shape the conditions that affect their local environment, family and social circumstances; all groups of residents feel empowered to access and take advantage of the new social and economic opportunities that

regeneration will bring; a stronger and more connected local community ensures that positive change in Northumberland Park is inclusive and lasting.

Community Engagement Strategy

The development of regeneration proposals and master plans require the input of the local community and stakeholders. Typically, this includes their involvement in the development of principles, options and a preferred option for regeneration. As well as being a legal requirement and a basic tenet of good planning, the effective involvement of local communities in shaping and owning regeneration plans will ultimately create a more optimal scheme and provide the platform for more expeditious delivery. It would not have been appropriate, though, at this stage of the HDV process for a community engagement process to take place that involved the three potential HDV partners, nor would it have been appropriate for the Authority to engage in a dialogue with the local community over any emerging aspects of the Bidders' proposals. This makes it particularly important that Bidders set out, in their Business Plans, their overall and site-specific proposals for community engagement, which (among other things) take account of the fact that the Business Plans agreed in early 2017 will not yet have been subject to such engagement.

There are particular sensitivities around engagement for estate renewal projects. Building on the work undertaken to date in Northumberland Park and the work undertaken by Bidders during dialogue, Bidders should provide a communications and engagement plan, as part of the Northumberland Park Development Business Plan, that sets out the key aspects of delivering a meaningful, comprehensive and legally compliant plan. This should include delivering a S105 (Housing Act 1985) consultation – a prerequisite in enabling any Authority decision regarding changes to the ownership or management of housing land. This also needs to include the key aspects of a tenant and leaseholder offer.

3. Delivery

Through the Business Plans, Bidders should set out clearly how the HDV will be resourced and managed in order to ensure delivery of the HDV objectives. The Business Plans should clearly identify the criteria set out below.

Strategic Partnership Business Plan

- Overarching development programmes, timescales and rationale to be included within the Strategic Partnership Business Plan;
- Mobilisation plan to demonstrate how the HDV will be resourced and funded in the early stages following establishment;
- Incentivisation proposals;
- Methodology for the drawdown of Category 1 (and future Category 2 and 3 sites), and a framework for agreeing and developing the HDV's longer term pipeline of sites including site acquisitions where considered appropriate together with an indicative timetable for the draw down of identified Category 2 sites; and

- HDV marketing and communications strategy.

Development Business Plans

- Development specific delivery programmes and timescales within each specific Development Business Plan;
- A forecast of the quantum, typology and timing of the housing delivery on each site;
- Incentivisation proposals;
- Schedules of key assumptions for each of the Category 1 development sites, together with supporting rationale / narrative. Business Plans must indicate the robustness and justification of the scheme proposals i.e. infrastructure works proposed, housing mix and tenure etc;
- Details of how the HDV will work with the Authority to meet the conditions precedent, including where relevant to engage with, and re-house, existing tenants;
- Where relevant, an appropriate level of detail on how the development process will be aligned with significant developments on neighbouring or nearby sites;
- Confirmed approach to CPO, where required, including division of resourcing and approach to costs;
- Site specific marketing strategies;
- Future housing and wider estate management strategy; and
- Management plan for engagement with Homes for Haringey in dealing with existing tenants and aligning management strategies to ensure continued service provision.

Investment Business Plan

- Investment strategy to include value creation through efficiency savings, rent review programme and consolidation where appropriate;
- Tenant engagement policy; and
- Asset management strategy and responsibilities schedule.

Resourcing

The Strategic Partnership Business Plan should also provide detailed information, including an organogram and resourcing plan, for the HDV to confirm:

- Staff commitments;
- Proposed location of the HDV office(s);
- Experience and quality of personnel (to include identified personnel for the Board);
- Initial professional team; and
- Supply chain.

The Authority also wishes to understand Bidders' approach to delivery of the proposed activities of the HDV and identify how the HDV will procure goods, works and services in an

open and transparent manner. The Authority wishes to ensure probity, quality and value for money in the context of the provision of such goods, works and services and envisages the implementation of robust and competitive processes.

Bidders must therefore provide a detailed methodology which demonstrates openness, fairness, transparency, non-discrimination, quality and value for money and should also demonstrate how this methodology will maximise social and economic benefits to the Borough (e.g. through supply chain opportunities, training and apprenticeships).

Any such methodology must be consistent with the Procurement Policy attached to the Members' Agreement, the evaluation of which forms part of the Legal Structure and Governance section.

Where Bidders are anticipating providing contractor services to the HDV, the envisaged quantum of services expected to be provided will be tested under 'Legal Structure and Governance' criterion.

The HDV will require the following services: fund management services; asset management services; development management services; legal, financial and corporate secretarial support; building and civil works contractors.

Where Bidders or their consortium members (or group companies thereof) wish to provide any of the above works and/or services direct to the HDV a detailed methodology must be prepared at this stage covering in respect of each area:

- The name of the proposed contractor;
- The proposed duration of the contract;
- A full description of the relevant works and/or services to be performed;
- Proposals for parent company guarantees to secure performance;
- A detailed methodology covering the provision of these works and/or services to the HDV, the key personnel to be deployed in the works and/or services and demonstrating how best practice in performance will be secured;
- The proposed fee payable by the HDV for the works/services;
- The proposed Key Performance Indicators in order to measure performance and payment for the works/services;
- How the proposed contract would represent value for money for the HDV;
- The contractor's approach to health and safety and to ensuring the highest standards of health and safety in accordance with all applicable legal requirements. The contractor must demonstrate that it has in place a robust Health & Safety Management System to ensure that all activities are conducted so as to eliminate or minimise so far as is reasonably practicable any health and safety risks to employees or others who may be effected by their work activities; and

- The contractor's approach to equality and diversity in respect of employment and service delivery, in particular:
 - Its policies and procedures for complying with relevant equalities legislation, including the need under the public sector equality duty to show due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between protected groups;
 - The arrangements in place for ensuring that any employees, agents and sub-contractors employed by the contractor comply with relevant equalities legislation;
 - How processes and procedures are kept up to date with changes in equality legislation;
 - The procedures in place to monitor compliance with the above;
 - The procedures in place to monitor equalities related complaints and customer feedback; and
 - The contractor's approach to business and service continuity in order to ensure continuous service delivery against the contract requirements.

It should be noted though that matters such as the contractual nature of these works/services, accompanying parent company guarantees, KPIs and VFM will be evaluated as part of the Legal Structure and Governance evaluation.

Key Performance Indicators

The Authority expects to agree with its Partner two tiers of Key Performance Indicators (KPIs): those for the operation of the HDV Board in delivering the Strategic Partnership Business Plan, and those on a project specific level for the delivery of each scheme through the Development and Investment Business Plans.

At Board level the KPIs may include:

- Annual deadlines for updating and adopting the Business Plans;
- Deadlines for the delivery of reports and update papers;
- Time permitted to review and respond to matters raised;
- Time to resolve disputes before being referred; and
- Rate of delivery of new homes, infrastructure and opportunities for employment.

At a project level, the KPIs and 'test' could include:

- Target returns;
- Priority returns;
- Share of surpluses or overage;

- DM fees;
- Timings / longstops;
- Caps and collars on expenditure;
- Corporate guarantees; and
- The definition of 'viable'.

4. Legal Structure and Governance

Final mark-ups of the Contracts must be submitted via the Portal in accordance with the specified date for submission of Final Tenders and should take the form of Word documents.

Where a Bidder accepts the stated position under any Contract and does not intend to provide a mark-up, it must confirm in writing that it has no comments and accepts the relevant document as drafted.

The Authority will assess submissions with reference to the Evaluation Methodology as set out in Appendix 4 to determine the extent and import of the proposed amendments to the Authority's stated position on risk allocation. Those assessments will be used to determine an overall score that takes into account the aggregate effect of all suggested amendments to the Contracts.

Bidders should set out their proposals in relation to the transfer of any staff from the Authority and specifically their approach in relation to pensions, taking into account instructions given by the Authority in the course of dialogue.

5. Financial Proposal

The Strategic Partnership Business Plan should include the overarching HDV funding strategy and proposals. Development Business Plans should include development specific funding strategies and proposals.

The HDV will be required to demonstrate transparency and value for money – particularly in respect of procuring any internal and external resources, both initially and during the life of the HDV. Bidders need to identify clear procedures to ensure best value for the HDV in procuring its supply chain.

The Authority's key funding requirements remain:

- Certainty over the receipts equivalent to £3 million per annum over the first five years;
- Securing long term revenue income and a share of profits; and
- Enhancing the quantum of Council Tax and Business Rates income for the Borough.

The Strategic Partnership Business Plan must include:

- Funding strategy (including return expectations, ranking of each level of financing – including upfront site and partnership costs, approvals required prior to obtaining funds);
- HDV working capital requirements;
- Profit / return on equity requirements (return expectations for the HDV – profit on cost, IRR etc);
- Projected overall revenue / capital expenditure for the HDV in years 1 to 5 showing cash flow predictions and the Authority's stated minimum revenue requirement of £3 million per annum;
- Proposed use of sale proceeds / profits to fund on-going development activity;
- Development management fee (remuneration for resourcing and provision of works and services);
- Loan note coupon rates;
- Minimum land payment methodology and approach to value share between the Authority and the HDV; and
- Confirmation of parent company guarantee / covenant position for HDV cash requirements.

Financial Model

Bidders are required to submit financial proposals in respect of the HDV. Bidders are required to prepare a financial model based on the agreed quantum, quality and phasing of developments to be undertaken by the HDV. The financial model should identify anticipated infrastructure costs, phasing, development costs, growth forecasts etc. which in turn will inform the level and phasing of equity together with the quantum and phasing of senior debt /

development finance required by the HDV to take forward development activity in line with the agreed corporate and project specific Business Plans.

As part of the submission, Bidders must supply an Excel model (in accordance with the given template) detailing the finances of the proposed HDV to include the following:

- Total returns to the Authority, the Partner and HDV and by type of return;
- The split of profits between the Authority and the Partner;
- A summary of the assumptions included within the model;
- A full consolidated annualised cash flow for the duration of the HDV to include sites proposed to be included on establishment of the HDV as Category 1 only;
- The proposed programme for delivering housing units including quantum, typologies and timescales;
- Statement of the total returns (profit and loss);
- Profile of coupon payments and loan repayments;
- The proposed profit distribution arrangements, showing the retention of profit / recycling of profit into the HDV and any proposed subsidiary vehicles, repayment of equity contributions, dividend contributions;
- An output sheet derived directly from the financial model showing the key milestones; and
- Entry land value consideration for the development sites.

The financial model must:

- Show data inputs, data outputs and working areas completely separate;
- Only have hard coded data in the input area;
- Not incorporate a password protection, and no sheets or cells should be hidden, locked or subject to password protection;
- Not contain protected macros; and
- Be supported by a data book and user guide; setting out a summary of the content of the financial model on a sheet by sheet basis; and a table of all inputs to the financial model with the cell reference and source.

The financial information relating to the HDV returns should therefore, inter alia, include:

A Loan Coupon Rate %
B Loan Coupon Rate %
C Loan Coupon Rate %
Profit Split Authority %
Profit Split Partner %
DM Fee %

IRR Authority
IRR Partner
NPV Authority
NPV Partner
Consolidated forecast annualised cashflow for the duration of the HDV
Guaranteed minimum revenue return to the Authority (years 1 to 5 only)
Summary of Assumptions
Statement of Total Returns (profit and loss)
Returns to the Authority
Returns to the Partner
Returns to the HDV

The financial information relating to the Development Business Plans must include:

Development Appraisal Inputs	Development Appraisal Outputs
Units	Gross Development Value
Cost Inflation	Construction Costs
HPI	Infrastructure Costs
Rental Growth	Professional Fees
£/Sq ft - Build Costs	DM Fee
Profit on cost	Profit on Cost
Private Sales Values	Land Value
Private Rental Values	
Affordable Rents	
Entry land value for development sites	Total Funding Requirement
	Authority Loan Note
	Partner Loan Note
	Senior Debt
	Mezzanine Debt
	Equity

A summary audit of the financial models submitted by Bidders will be undertaken by GVA as part of the evaluation of Final Tenders. A full audit will be required for the relevant financial model at Preferred Bidder stage. This audit will be undertaken by a third party specialist organisation agreed between the Authority and the Preferred Bidder. The Preferred Bidder will pay for the cost of this audit. It is expected that the audited financial model will then become the financial model for use by the HDV.

Appendix 4 – ISFT EVALUATION METHODOLOGY AND CRITERIA

INTRODUCTION

The Authority has set out below its approach to the evaluation of Final Tenders.

The underlying principle of the Evaluation Methodology is to identify the Most Economically Advantageous Final Tender that meets the Authority's Requirements for the Project and from these to select the Preferred Bidder. The Evaluation Methodology is designed to provide a structured and auditable approach to evaluating the Final Tenders submitted by the Bidders.

The Authority has conducted dialogue meetings with the Bidders during the ISDS stage. For the avoidance of doubt, whilst assisting the Authority to understand a Bidder's Final Tender, information submitted by the Bidders in response to requests by the Authority during the dialogue meetings has not been scored. For example, the evaluation process will only take into account the information provided by Bidders in their Submissions at this ISFT stage and, if appropriate, responses provided to the Authority in the course of any subsequent clarification process.

Initial Assessment – ISFT Stage of the Competitive Dialogue Procedure

At this ISFT stage, the Final Tenders will be reviewed to ensure that:

- The Final Tender has been submitted on time and meets the Authority's submission requirements/instructions which have been notified to Bidders;
- The submission is sufficiently complete to enable the Final Tender to be evaluated in accordance with the Evaluation Methodology (the Authority, may at its discretion, request additional information in relation to a Final Tender where this requirement has been substantially met); and
- The Bidder has not contravened any of the terms and conditions of this ISFT or any Associated Documents.

Final Tenders that do not meet the submission requirements set out above may be rejected at this stage.

Detailed Assessment – Invitation to Submit Final Tenders

The table below sets out the Evaluation Criteria and weightings for these Criteria at the ISFT stage of the Competitive Dialogue Procedure.

Level 1 Criteria	Fixed Weighting (%)	Level 2 Criteria	Fixed Weighting (%)
Outcomes	40	Place Making	20
		Social and Economic Benefits	20
Deliverability	40	Delivery	20
		Legal Structure and Governance	20
Funding	20	Financial Proposal	20
TOTAL	100		100

The Criteria remain weighted to demonstrate the relative importance of each Criterion to the Authority.

Following Submission of the Final Tenders

Bidders may be asked to present their Final Tender to illustrate and clarify the scope of the proposals. For the avoidance of doubt, whilst assisting the Authority in its evaluation exercise, the presentation will not be scored.

The Authority may also issue clarification questions to clarify the Bidder's Final Tender. Information submitted by the Bidders in response to clarifications may be taken into account when evaluating the Final Tender.

Total Score for the Final Tender

Please note that consideration of the Final Tenders and the short-listing of successful Bidders to be issued with the Final Tender documentation does not amount to any representation by the Authority as to the acceptance of the Bidders' proposals, and the Authority will fully evaluate the suitability of proposals as part of the formal evaluation.

Following receipt of Final Tenders and any necessary clarifications/presentations, Bidders will be ranked according to their scores and the intention is to appoint the Bidder with the highest scoring Final Tender (the Most Economically Advantageous Tender) as the Preferred Bidder. The MEAT may not necessarily be the Bidder that proposes a tender that offers the highest

return. The Authority reserves the right to appoint a Reserve Bidder in the event of any breach by the Preferred Bidder of its obligations under the Preferred Bidder letter.

Principal Approvals

Please note that the decision to award the Contract will require the consent of the Authority's Cabinet.

FURTHER INFORMATION ON THE DETAILED ASSESSMENT AT THE ISFT STAGE

The Final Tender will form the basis of the structural documentation that will be used to establish, manage and govern the HDV. As such, the Final Tender will take the form of:

- Strategic Partnership Business Plan;
- Development Business Plans for all Category 1 sites (to comprise Northumberland Park, Wood Green and Cranwood);
- Investment Business Plan;
- Financial Model; and
- Legal documentation.

The Authority is seeking Business Plans that best address and meet its stated Level 2 Criteria in terms of Place Making, Social and Economic Benefits, Delivery and Financial Proposal. Bidders' responses on the legal documentation will confirm their approach to Legal Structure & Governance.

Each Business Plan has a total of 30 marks available when scored against each of the Level 2 Criterion (of Place Making, Delivery and Financial Proposal).

The weighting of each Business Plan, however, is varied and this is set out below.

Business Plan	Weighting
Strategic Partnership Business Plan	20%
Development Business Plan (Northumberland Park)	12.5%
Development Business Plan (Wood Green)	12.5%
Development Business Plan (Cranwood)	5%
Investment Business Plan	10%
Total	60%

Bidders' response to the Social and Economic Benefits Level 2 Criterion will be considered and evaluated by the Authority across of all the Business Plans. Accordingly only one score (which will comprise 20% of the total marks) will be given for the Social and Economic Benefits Level 2 Criterion. Similarly, only one score (which will comprise 20% of the total marks) will be given

by the Authority in marking and scoring Bidders' responses to Legal Structure and Governance Level 2 Criterion.

The table below sets out where each Level 2 Criterion will be scored and the weighting for each scored area.

Level 1 Criteria	Fixed Weighting (%)	Level 2 Criteria	Fixed Weighting (%)		SCORES OUT OF 10	WEIGHTING	TOTAL WEIGHTED SCORES	TOTAL WEIGHTED SCORE FOR LEVEL 2 CRITERIA
Outcomes	40	Place Making	20	Strategic Partnership Business Plan	10	6.67	6.67	20.0
				Development Business Plan NP	10	4.17	4.17	
				Development Business Plan WG	10	4.17	4.17	
				Development Business Plan Cranwood	10	1.67	1.67	
				Investment Business Plan	10	3.33	3.33	
		Social and Economic Benefits	20	Social and Economic Benefits	10	20.00	20.00	20.0
Deliverability	40	Delivery	20	Strategic Partnership Business Plan	10	6.67	6.67	20.0
				Development Business Plan NP	10	4.17	4.17	
				Development Business Plan WG	10	4.17	4.17	
				Development Business Plan Cranwood	10	1.67	1.67	
				Investment Business Plan	10	3.33	3.33	
		Legal Structure and Governance	20	Legal Structure and Governance	10	20.00	20.00	20.0
Funding	20	Financial Proposal	20	Strategic Partnership Business Plan	10	6.67	6.67	20.0
				Development Business Plan NP	10	4.17	4.17	
				Development Business Plan WG	10	4.17	4.17	
				Development Business Plan Cranwood	10	1.67	1.67	
				Investment Business Plan	10	3.33	3.33	
TOTAL	100	-	100	-	170	100.00	100.00	100.0

The total marks available and the weighting is summarised below.

	Total Marks Available	Weighting	Weighted Score
Strategic Partnership Business Plan	30	20.00	20.00
Development Business Plan NP	30	12.50	12.50
Development Business Plan WG	30	12.50	12.50
Development Business Plan Cranwood	30	5.00	5.00
Investment Business Plan	30	10.00	10.00
Social and Economic Benefits	10	20.00	20.00
Structure and Governance	10	20.00	20.00
	170	100.00	100.00

The Authority requires that each Level 2 Criterion will have a minimum weighted score requirement of 40% of the marks available (a "Floor Score"). Any Bidder scoring less than 40% for any Level 2 Criterion will be disqualified from consideration as Preferred Bidder.

DETAILED EVALUATION METHODOLOGY FOR THE SUBMISSION

With the exception of Legal Structure and Governance, in evaluating the Final Tenders, the Authority will adopt the following scoring system:

Score	Assessment	Interpretation
0	Unacceptable	Unacceptable response provided which completely fails to address the criteria and/or fails to demonstrate any understanding of the Authority's Requirements and gives significant cause for concern about the delivery of the objectives of the Project.
3	Poor	Poor response against the objectives of the project and the Authority's Requirements and/or creates a high level of disproportionate risk to the Authority or to the delivery of the Project. Response fails to demonstrate a substantive understanding of the Authority's Requirements and gives significant cause for concern about the delivery of the objectives of the Project.
6	Acceptable	Acceptable response provided against the objectives of the Project and the Authority's Requirements without creating significant risk to the Authority or the delivery of the Project. Response is broadly compatible with the Authority's Requirements and demonstrates a sound understanding of the objectives of the Project. Only moderate reservations about the response. The proposals demonstrate some innovation and aspiration.
8	Very Good	Very good response provided against the objectives of the Project and the Authority's Requirements without creating a disproportionate level of risk to the Authority or the delivery of the Project. Response inspires great confidence and exceeds or meets the Authority's Requirements with all Requirements being addressed thoroughly and convincingly. No significant reservations about the response. The proposals demonstrate significant innovation and aspiration.
10	Excellent	Excellent response provided against the objectives of the Project and the Authority's Requirements and/or minimises the level of risk to the Authority or the delivery of the Project. Response requires total confidence and exceeds the Authority's Requirements with evidence provided in support of all aspects of the response. No reservations about the response. The proposals are highly innovative and aspirational.

In evaluating the Legal Structure and Governance of the ISFT, the Authority will adopt the following scoring system:

Score	Assessment	Interpretation
0	Below requirements	Does not meet the requirement. Does not accept the material terms of the Contracts and risk allocation as proposed by the Authority – and/or the Bidder has proposed amendments which alter the risk allocation to a wholly unacceptable degree.

2	Significant reservations	Reservations of the Bidder's acceptance of some of the terms of the Contracts and risk allocation as proposed by the Authority – substantial deviations from the Authority's position that would materially adversely affect the Authority's position.
4	Some reservations	Demonstration by the Bidder of its acceptance of some the terms of the Contracts and risk allocation as proposed by the Authority with material deviations that would adversely affect the Authority's position.
6	Good	Demonstration by the Bidder of its acceptance of the majority of the material terms of the Contracts and risk allocation as proposed by the Authority. Some deviations whose cumulative effect adversely affects the Authority's position but not to a significant extent.
8	Excellent	Demonstration by the Bidder of its acceptance of the vast majority of the material terms of the Contracts and risk allocation as proposed by the Authority. No material deviations from the Authority's position except where the Bidder has demonstrated that there is no material detriment to the Authority in its proposals.
10	Exceptional	Demonstration by the Bidder of its acceptance of all the material terms of the Contracts and risk allocation as proposed by the Authority together with suggestions (and justification) which will offer significant added value.

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Haringey Council

Equality Impact Assessment

Name of Project	Development Vehicle	Cabinet meeting date <i>If applicable</i>	20 th October 2015
Service area responsible	Regeneration		
Name of completing officer	Julian Wain	Date EqIA created	21 st September 2015
Approved by Director / Assistant Director	Lyn Garner	Date of approval	

The Equality Act 2010 places a '**General Duty**' on all public bodies to have '**due regard**' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a '**Specific Duty**' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqlA	
1. Project Lead – Dan Hawthorn	5. Julian Wain – Project Adviser
2. Equalities / HR – Kathryn Booth	6.
3. Legal Advisor (where necessary) – Patrick Uzice	7.
4. Trade union – Chris Taylor	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqlA is required. If a full EqlA is required move on to Stage 3.

In order to deliver the Council's regeneration, economic growth and housing objectives the Council needs to bring forward an approach that catalyses development, provides resources and the necessary skills and expertise to make it happen. Having considered the various options the Council is coming to the view that a development vehicle in partnership with the private sector is the right option for delivery.

The purpose of the report is for Cabinet to approve the business case for the establishment of the 'Haringey development vehicle', to agree the preferred option, and to agree the start of a European procurement process.

An EqlA is being undertaken due to the potential for the vehicle's activities to impact on tenants, leaseholders, other residents, and those in housing need, as well as business owners, including (in all categories) those from the protected groups. A detailed site by site EqlA will be carried out as the vehicle carries out its work, if members agree to the setting up of the vehicle.

The impact on staff is likely to be extremely limited, as the vehicle is only likely to impact on the work of a very small number of staff, who might ultimately be subject to the potential of a transfer to the Haringey Development Vehicle, probably under the terms of the Transfer of Undertakings (Protection of Employment) Regulations

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
Equalities Profile of Haringey	This data provides gender , age, ethnicity, religion, disability marital status and civil partnership, and sexual orientation information for Haringey based on the 2011 census.
Haringey Council Employment Profile	This data provides gender, age, ethnicity and disability information for current Council staff.

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment

This section to be completed where there is a change to the service provided

Data Source (include link where published)	What does this data include?
2011 census data http://www.haringey.gov.uk/sites/haringeygovuk/files/130327_key_statistics_analysis_and_fact_sheets.xls	Tenure, ethnicity, sex, disability, age
Joint Strategic Needs Assessment Housing – http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/other-factors-affecting-health/jsna-housing	Population, tenure, house prices and affordability, homelessness, ethnicity of homeless households
Equalities profile of tenants and leaseholders	This data provides gender, age, ethnicity, religion and disability information for current tenants and leaseholders.
Equalities profile of homeless population	This data provides gender, age, ethnicity and disability information for current homeless acceptances and temporary accommodation

Equalities profile of Haringey	This data provides gender, age, ethnicity, religion, disability, marital status and civil partnership, and sexual orientation information for Haringey based on the 2011 census.
Social Inclusion HaringeyStat :July 2015	Inter alia this data provides data relating to employment based on the above categories
NOMIS Annual Population /Labour Force Survey	Data on employment with regard to age and sex

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:

Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex	<p>The development vehicle proposal seeks to enable development to meet future housing need within the borough and should therefore have a positive impact across the protected characteristics</p> <p>The economic and growth aspects of the vehicle are intended to provide jobs, training, facilities and support into employment.</p>	<p>The detail of specific schemes which would fall under the development vehicle is still to be worked out. The impact – positive or negative – of individual schemes will need to be assessed on a site by site basis.</p>	<p>Female lone parents have the highest rate of homeless acceptance of all groups in Haringey indicating a high level of housing need amongst this group.</p> <p>The employment rate for females is lower than males, but unemployment figures for both sexes are similar. This may in part reflect differences in caring responsibilities. The overall unemployment rate is higher than that for females alone.</p>	
Gender Reassignment	As above	As above	Information on gender reassignment is not currently available for our housing need and employment data	
Age	As above	As above	Homeless presentation for the 16-44 age group is high compared to the	

			<p>expected profile from the census and there are a high number of children in TA indicating a high need for investment in new social and affordable housing amongst younger residents.</p> <p>The annual Labour force Survey indicates a slightly lower employment rate for the 50-64 age group at 62% compared to 78% for the 25-49 age group.</p> <p>The confidence interval for data on the 20-24 age group is low and accordingly data is of limited value at present.</p>	
Disability	As above	As above	<p>Homeless acceptances due to mental/ physical disability are high.</p> <p>People with disabilities are under – represented in employment compared to the estimated working age population</p>	
Race & Ethnicity	As above	As above	Black households approach as homeless at a level more than twice	

			<p>their representation in Haringey's population. The Annual Labour Force survey indicates there is a lower rate of employment amongst BME groups compared to White British.</p> <p>Black Caribbean, Black African and Black other groups are over-represented in terms of JSA claims compared to the estimated working age population. White British is under-represented.</p>	
Sexual Orientation	As above	As above	Information on sexual orientation is not currently available for our housing need or employment data	
Religion or Belief (or No Belief)	As above	As above	Information on religion or belief is not currently available for our housing need or employment data	
Pregnancy & Maternity	As above	As above	Information on pregnancy and maternity is not currently available for our housing need or employment data	

Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))	As above	As above	Information on marriage and civil partnership is not currently available for our housing need or employment data	
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Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex			Extremely small numbers of staff, probably less than five will be affected by the establishment of the vehicle	The development vehicle has minimal impact on staff structures
Gender Reassignment			As above	As above
Age			As above	As above
Disability			As above	As above
Race & Ethnicity			As above	As above
Sexual Orientation			As above	As above
Religion or Belief (or No Belief)			As above	As above
Pregnancy & Maternity			As above	As above
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))			As above	As above

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>The development vehicle proposal seeks to enable development to meet future housing need within the borough and should therefore have a positive impact across the protected characteristics, particularly where high levels of housing need have been identified as with younger age groups, lone female parents and black and minority ethnic households.</p> <p>Similarly, the provision of other benefits through jobs and training, community facilities, and new commercial and retail facilities should have a positive impact across the protected characteristics.</p> <p>The detail of specific schemes which would fall under the development vehicle is still to be worked out. The impact – positive or negative – of individual schemes will need to be assessed on a site by site basis.</p> <p>At present, the decision, if agreed by members, will be to procure the vehicle. It does not at this time establish the vehicle, nor does it allocate particular sites for development at present.</p>	<p>EqlAs to be completed in relation to individual sites as they are brought forward</p>

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
<p>Consultation will be undertaken on a scheme by scheme basis and used to inform EqlAs in relation to individual sites</p>	

Stage 8 - Final impact analysis
<p>Overall, the development vehicle proposal is considered to have a positive impact for disadvantaged and excluded groups, including those with the protected characteristics. However, individual schemes will need to be assessed as they are brought forward for their specific impact on equalities.</p>



Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Dan Hawthorn (Assistant
Director for Regeneration)

Date of review

7 October 2015

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

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Report for: Cabinet 14th February 2017

Item number: 11

Title: Medium Term Finance Strategy 2017-18 and 2017/18 Budget

Report authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Jo Moore – Deputy Chief Finance Officer

Ward(s) affected: ALL

**Report for Key/
Non Key Decision:** Key.

1. Describe the issue under consideration

- 1.1. There are a number of Government funding changes that are making local decisions about allocation of resources difficult. In order to overcome this uncertainty it is proposed that Cabinet consider a 5-year Medium Term Financial Strategy for the General Fund which bridges the devolution of business rates in April 2020.
- 1.2. Additionally, demand for adult social care, children services and temporary accommodation has increased exponentially creating significant pressure on the Council's budgets requiring a re-allocation of our resources. The MTFS therefore looks to embed the following strategic assumptions and proposals:
- The importance of Council Tax and Business Rates to our future financial sustainability cannot be over emphasised and it is therefore crucial that, as an authority, we are clear about the proportion of our resources that are spent on creating growth opportunities. The proposal, therefore, is that over the 5-year MTFS a reasonable allocation of revenue resources will be assigned to activities that create these growth opportunities.
 - The budgets for our demand-led services need to be re-aligned to better reflect actual demand. It is proposed therefore that, particularly for adult social care, the proportion of the budget spent on these services will rise from 31% to 35% in the first year.
 - Additional budgets will also be made available for children's' services and temporary accommodation.
 - The administration has also made a manifesto commitment to continue to freeze Council Tax for 2017/18. In order to contribute to the increase in adult social care spending, the Government has allowed local

authorities to charge an adult social care precept which for 2017/18 will be set at 3%.

- 1.3. This report finalises the Council's General Fund Medium Term Financial Strategy (MTFS) for the period 2017/18 to 2021/22 and proposes approval of the following constituent elements of the strategy to Council on 27th February 2017 together with the Council's revenue and capital budgets for 2017/18:
 - Proposed summary General Fund revenue Medium Term Financial Strategy (MTFS) 2017/2022 (Appendix 1);
 - Proposed HRA revenue budget for 2017/18 (Appendix 2);
 - Proposed General Fund Capital Programme 2017/22 (Appendix 3);
 - Proposed HRA Capital Programme 2017/18 (Appendix 4);
 - Proposed Dedicated Schools Budget 2017/18 (Appendix 5);
 - Proposed General Fund Budget 2017/18 (Appendix 6);
 - Overview and Scrutiny Committee Recommendations and Cabinet Responses (Appendix 7);
 - Outcome of Budget Consultation (Appendix 8);
 - Consultation and scrutiny recommendations response (Appendix 9);
 - MTFS savings proposal summary (Appendix 10);
 - Annex 1 – P1 savings
 - Annex 2 – P2 savings
 - Annex 3 – P3 savings
 - Annex 4 – P4 savings
 - Annex 5 – P5 savings
 - Equality Impact Assessments (EQIAs) for five Priority 3 savings proposals requiring Cabinet approval at this meeting (Appendix 11)
 - Calculation of 2017/18 Council Tax Base (Appendix 12)
- 1.4. There are a number of government and other initiatives which are impacting on the medium term financial planning for the HRA and therefore the HRA Medium Term Financial Strategy covering the five years to 2021/22 will be presented to Cabinet along with the HRA 30-year business plan during the next financial year.
- 1.5. In accordance with the Local Government Finance Act (LGFA) 1992, the Full Council must approve the budget for the forthcoming year and agree the Council tax for that year, by the statutory deadline of 11th March.
- 1.6. The government published the Provisional Local Government Finance Settlement in December 2016 and the final settlement will be published in February 2016.

- 1.7. The report incorporates the views of the Overview and Scrutiny Committee and the results from the Council's budget consultation with residents and, more specifically, the business community. It reflects the latest financial information available. It also reflects the detailed work undertaken by the Haringey Schools Forum who have considered and proposed the formula to be used for schools funding for 2017/18.

2. Cabinet Member Introduction

- 2.1. Like other local authorities, Haringey faces a perfect storm of challenges – significant cuts to our budget combined with high levels of demand. As a result of funding reductions across the public sector, there are also increased demands on welfare support, housing and health services. Our future funding is uncertain as Central Government grant will be withdrawn by 2020, and the mechanism by which business rates and future funding sources will be devolved is yet to be determined.
- 2.2. We are continuing to deliver the savings set out in our medium term strategy agreed in 2015, but it is very challenging to deliver those in full. This report adjusts our plans to deal with the shortfalls that are primarily as a result of rising demand, and sets out proposals for further savings to be made.
- 2.3. It is widely acknowledged that adult social care is insufficiently funded. The growth in demand for care services, particularly from people who have learning disabilities, is proving incredibly difficult to manage. Central Government has provided local authorities to raise much needed funding through the Social Care precept; and whilst the ability to raise £2.7 million (the equivalent of a 3% increase on Council Tax), is welcome, it is not much more than a sticking plaster when our social care budget is overspent by £12 million.
- 2.4. This budget report deals with a number of strategic issues: the need to have appropriate levels of funding in place for services where there is increasing demand; our continued focus on growth so that we can deliver new homes and jobs and ensure that the future funding of our public services is protected; the use of reserves; and, critically, the transformation of services and development of partnerships with other councils and statutory partners. Despite these challenges, we are not in the business of managing decline and the Council will continue to deliver manifesto commitments of the Administration and the ambitions set out in our Corporate Plan.

3. Recommendations

- 3.1. Cabinet are asked to:
 - 3.1.1 propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2017-2022 as set out in Appendix 1;

- 3.1.2 propose approval to the Council of the 2017/18 General Fund revenue budget as set out in Appendix 1, including specifically a General Fund budget requirement of £255.7m but subject to the final decisions of the levying and precepting bodies and the final local government finance settlement;
- 3.1.3 note the council tax base of the London Borough of Haringey, as agreed by the Section 151 Officer, as 75,365 for the year 2017/18;
- 3.1.4 propose approval to the Council, subject to any agreed amendments, of the budget proposals for 2017/18 as set out in this report at Appendix 6, including the 3% precept on Council Tax towards funding Adult Social Care pressures;
- 3.1.5 propose approval to the Council that the overall council tax to be set by London Borough of Haringey for 2017/18 will be £1,243.54 per Band D property, which represents a freezing of the 2016/17 rate but with an additional 3% for the adult social care precept;
- 3.1.6 note that Fees and Charges in respect of executive functions will be considered under a separate agenda item but that any impact on the 17/18 budget proposals is outlined within this report;
- 3.1.7 propose to the Council that, following a review of reserves, £25.1 million is transferred from earmarked reserves to the General Fund non-earmarked reserve;
- 3.1.8 propose approval to the Council of the 2017/18 Housing Revenue Account budget as set out in Appendix 2;
- 3.1.9 propose approval to the Council of the 2017/18 General Fund capital programme detailed in Appendix 3;
- 3.1.10 propose approval to the Council of the 2017/18 Housing Revenue Account (HRA) capital programme detailed in Appendix 4;
- 3.1.11 approve the changes to the rent levels for General Needs Homes for Council tenants reflecting the regulations requiring a 1% rent reduction in 2017/18 and each of the following two years. This will reduce the average weekly rent from £104.88 to £103.76 as set out in paragraph 9.7 and Table 9.1;
- 3.1.12 approve the changes to service charges for leaseholders set out in Table 9.2;
- 3.1.13 propose to the Council the Dedicated Schools Budget (DSB) allocations for 2017/18 of £250.4m as set out in Appendix 5;
- 3.1.14 agree the funding to be distributed to Primary and Secondary schools for 2017/18 based on the figures advised to Schools Forum and submitted to the Education Funding Agency in January 2017 set out in section 8;
- 3.1.15 agree the central budgets (including the use of brought forward DSG) for the Schools Block, High Needs Block and Early Years Block as per Appendix 5;

- 3.1.16 approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals and as set out in Appendix 7;
- 3.1.17 consider the outcome of budget consultation as set out in Appendix 8;
- 3.1.18 note that this report will be considered by the Council at its meeting on 27th February 2017 to inform their decisions on the 2017/18 budget and the associated Council Tax for that year;
- 3.1.19 delegate to the S151 officer, in consultation with the Cabinet Member for Health and Finance, the power to make further changes to the 2017/18 budget proposals consequent on the publication of the final local government finance settlement or other subsequent changes up to a maximum limit of £1.0m;
- 3.1.20 approve the application of a charge for bulky waste removal as set out in Priority 3 savings proposals in Appendix 10 Annex 3;
- 3.1.21 approve the application of a charge for replacement wheeled bins as set out in Priority 3 savings proposals in Appendix 10 Annex 3;
- 3.1.22 approve the application of a charge for recycling bins and residual bins for registered social landlords (RSLs) as set out in Priority 3 savings proposals in Appendix 10 Annex 3;
- 3.1.23 approve the cessation of sacks for residual and recycling waste and replacement of them with free collection of sacks from libraries and customer service centres as set out in Priority 3 savings proposals in Appendix 10 Annex 3.

4. Reasons for decision

- 4.1. In February 2015, and following extensive consultation, the Council approved its Corporate Plan and Medium Term Financial Strategy (MTFS) covering the three-year period 2015-18.
- 4.2. Since then a number of significant national political changes have taken place all of which bring high levels of uncertainty. Although Haringey has accepted the Government's multi-year settlement offer (ending in 2019-20) there are still significant changes that are planned to the way local authorities are funded which means that we will continue to operate in an uncertain and changing environment.
- 4.3. Given the level of change over the last 18 months and in order to continue to deliver the priorities for the borough a new 5-year MTFS is proposed to cover the period from 2017/18 to 2021/22. This includes a refresh of the last year of the previous MTFS.
- 4.4. The Strategy considers the estimated revenue funding, from all sources, and estimated expenditure budgets for each of the five years to 2021/22 together

with any net funding shortfall and savings proposals that have been developed by officers taking account of the Council priorities.

- 4.5. The report also considers the Council's capital budget, bringing sources of capital funding together with prioritised projects as approved by Council in July 2016 for both the General Fund and the HRA. Given the level of complexity introduced by the regeneration aspirations of the Council, the capital budget will become an increasingly important component of the Council's overall financial position.
- 4.6. The report is based on the best available information but is still subject to significant uncertainty.
- 4.7. On 13th December 2016 Cabinet considered a revised MTFS, which demonstrated a funding shortfall of £42.8m over the five years to 2021/22, and savings proposals of £23.6m. With the gap front loaded to the 2017/18 year (£19m) it was agreed that the strategy would be to smooth the savings over the first two years of the MTFS period through the use of reserves.
- 4.8. Agreement was also given to consult with residents, businesses, partners, staff and other groups as necessary on the draft proposals. This report outlines the outcome of that consultation and sets out our responses to it.
- 4.9. The Council's Overview and Scrutiny Committee has already scrutinised the savings proposals and this report highlights the recommendations made by the Committee and the Cabinet's responses to it.
- 4.10. On 17th December the Provisional Local Government Finance settlement was announced which introduced a number of changes to the funding assumptions and these have now been incorporated in the revised MTFS and proposed budget for 2017/18.
- 4.11. The final MTFS shows a revised funding deficit of £45.6m over the five years to 2021/22 and, assuming that all savings proposals are implemented (£23.6m), a residual shortfall of £22m over the MTFS period. For 2017/18, the £8.8m deficit will be funded from the use of reserves in order to set a balanced budget. The MTFS will be refreshed during 2017/18 and options developed to fund later years' residual shortfalls.
- 4.12. The level of reserves available will be dependent on the extent to which we utilise our existing reserves to fund our deficit at year-end. The Chief Finance Officer will be seeking to consolidate the reserves position in order to be able to fund the deficit. This will be considered as part of the Chief Finance Officer's consideration of the adequacy of reserves which will be presented to Council on 27th February 2017. The Council will look to recommence building Reserves in the next financial year to provide further future resilience to the Council's financial position.
- 4.13. Taking all relevant factors into account including, in particular, the outcomes from statutory consultation with business rate payers and residents, the

recommendations from the Overview and Scrutiny Committee and any other subsequent changes, this report sets out Cabinet's final budget proposals which, if approved, will be sent for consideration at the Full Council budget setting meeting scheduled for 27th February 2017.

4.14. The final budget report to the Council on 27th February will also additionally include a number of requirements consequent on the proposals set out in this report and in particular:

- The formal Budget Resolution required in accordance with the LGFA 1992 as amended by the Localism Act 2011, which sets the Council tax for the forthcoming financial year;
- The Precept of the Greater London Authority (GLA) for 2017/18 in accordance with S40 of the LGFA 1992 which must be added to the Haringey Council element of the Council tax to give a total Council tax for each category (band) of dwelling in the Council's area;
- The formal assessment of the relevant basic amount of Council tax against the principles established by the Secretary of State for the purpose of determining whether any Council tax increase is 'excessive' and therefore is subject to referendum.
- Approval of the Cash Limits for 2017/18;
- The S151 Officers evaluation of the adequacy of the Council's reserves and the robustness of the estimates including the council's reserves policy;
- Approval of the Treasury Management Strategy Statement (TMSS) which has been formulated by the Corporate Committee and subject to the scrutiny review process.

5. Alternative options considered

5.1. This report recommends that the Cabinet should finalise its budget proposals, to be ultimately agreed at the final budget meeting at full Council on 27th February 2017; which is a statutory requirement. Clearly there are a number of options available to achieve this and proposals in this report take account of the Council's priorities together with feedback from residents and other partners.

5.2. A range of options for determining levels of both income and service provision have been considered taking into account the Council's Corporate Plan priorities, the extent of the estimated funding shortfall and the Council's overall financial position.

5.3. The proposals in this report rely on the strategic use of reserves over the five year period 2017– 2022. However, there remain significant uncertainties, particularly in the later years of the MTFS and so it is imperative that

Members acknowledge and take action to manage identified and emerging risks.

6. Background information

Local Government Finance Settlement to 2019/20

- 6.1. The report presented to Cabinet on 13th December 2016 gave detailed information in relation to the Local Government Settlement and this report provides updates where appropriate.
- 6.2. During February 2016, the 2016/17 final local government finance settlement provided revenue support grant and other grant funding allocations for 2016/17 and indicative figures up to 2019/20.
- 6.3. The 2017/18 Provisional Local Government Finance Settlement was published on 15 December 2016. The settlement provided provisional allocations for 2017/18 and indicative allocations for 2018/19 and 2019/20.
- 6.4. The main points of note were as follows:
 - No changes to overall funding provided by DCLG (from the previous allocations announced in the 2016/17 settlement)
 - The terms of the Social Care Precept changed.
 - Changes to the New Homes bonus scheme were announced.
 - A move of £241m from the New Homes Bonus scheme to Adult Social Care for 2017/18 and the introduction of a new Adult Social Care Support Grant.
 - 97% of authorities accepted the government's offer of a four-year fixed settlement.
 - The Department for Education confirmed that the £2.8m Education Services Grant would be withdrawn with effect from September 2017.

Council Tax Base

- 6.5. Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It represents a measure of the taxable capacity of the area and when multiplied by the band D council tax rate indicates the Council's tax generating potential for that year.
- 6.6. The Council as Billing Authority is required to calculate the tax base for the Borough in order for it to calculate its own council tax, but is also required to notify this figure to any major precepting authority (the Greater London Authority) as well as any levying body (Environment Agency, Lee Valley Regional Park Authority, North London Waste Authority, London Pension

Fund Authority, and Financial Reporting Council) in order for them to calculate and set their own budgets and determine the level of precept / levy to be made to Haringey.

- 6.7. The calculation of the council tax base is prescribed by regulations. Put simply, it is the aggregate of estimated number of properties in each valuation band each year, subsequently adjusted to take account of the estimated number of discounts, disregards and exemptions which are likely to apply and any estimated increase / decrease in the list in the forthcoming year.
- 6.8. The Council levies a Council Tax on the basis of properties in band D and thus the numbers for each valuation band are adjusted to the proportion which their number is to band D; these proportions are set out in statute. Finally, the council must estimate its rate of council tax collection for the year and apply this figure to arrive at the council tax base figure.
- 6.9. The calculation above sets the tax base and not the council tax rate itself which is due to be set on 27th February 2017 at Full Council.
- 6.10. The calculation of the tax base recommended in this report takes into account the agreement by Full Council on 21st November 2016 to continue with the Council Tax Reduction Scheme (CTRS), agreed in January 2013, for 2017/18.
- 6.11. The calculation is in two parts; 'A' (the Relevant Amount), which is the calculation of the estimated adjusted band D properties, and 'B', the estimated level of collection.
- 6.12. The calculation of 'A' – the relevant amounts for each band is complex and includes a number of calculations which are shown in detail in Appendix 12. The resultant relevant amount per band is summarised in the table below:

Table 6.1- Number of dwellings by Band

Band	Relevant Amount (i.e. number of dwellings)
A	2,823
B	8,946
C	21,392
D	19,733
E	10,571
F	6,816
G	7,284
H	1,352
TOTAL	78,916

- 6.13. The relevant amount has increased by 2,943 over the original 2016/17 assumptions. This is predominately due to the combined effect of an

increase in dwellings achieved during 2016/17 and a reduction in estimated numbers to be applied under the CTRS (the latter which increases the base), and an assumed further increase in dwellings in 2017/18 from planned new homes.

- 6.14. The collection rate is the council's estimate of the proportion of the overall council tax collectable for the year that will ultimately be collected. This is expressed as a percentage.
- 6.15. In arriving at a decision on the collection rate a number of factors need to be taken into account which includes:
- Appeals against valuation
 - The mobility of the local population, particularly in the private rented sector
 - The level and timeliness of information available when properties are sold, or let *and*
 - The customers ability to pay
- 6.16. 2017/18 collection rates are forecast to be close to 95.5%. The tax base is calculated by applying the following formula:

$$A \times B = T$$

Where:

A is the total amount of the relevant amounts for that year

B is the authority's estimate of its collection rate for that year.

T is the calculated tax base for that year

- 6.17. In accordance with the requirements of the regulations, the calculation of the Council Tax Base for the London Borough of Haringey in 2017/18 is as follows:

Table 6.2 – Collection Rate

	2017/18
Total of relevant amounts (A)	78,916
x	
Collection Rate (B)	95.5%
Council Tax Base (T)	75,365

- 6.18. The relevant average council tax amount which is the equivalent of the Band D amount is £1,243.54. Once adjusted for the 3% adult social care precept increase, this represents a 3% increase on the 2016/17 average council tax amount of £1,208.01. The average Band D amount multiplied by the council tax base gives a council tax requirement of £93,719,392.10.
- 6.19. The below table sets out the council tax amount for other bands.

Table 6.3 – Council Tax (excluding Precept) by Band

	Ratio	Ratio as %	Amount £
Band A	6/9	67%	829.03
Band B	7/9	78%	967.20
Band C	8/9	89%	1,105.37
Band D	9/9	100%	1,243.54
Band E	11/9	122%	1,519.88
Band F	13/9	144%	1,796.22
Band G	15/9	167%	2,072.57
Band H	18/9	200%	2,487.08

- 6.20. The GLA is proposing a precept of £280.02 in 2017/18 – an increase of 1.5% on the amount of £276 in 2016/17. The average council tax amount including GLA precept is £1,523.56. The below table sets out the council tax amount including precept for other bands.

Table 6.4 – Council Tax (including precept) by Band

	Ratio	Ratio as %	Council Amount £	GLA Precept £	Total Council Tax
Band A	6/9	67%	829.03	186.68	1,015.71
Band B	7/9	78%	967.20	217.79	1,184.99
Band C	8/9	89%	1,105.37	248.91	1,354.28
Band D	9/9	100%	1,243.54	280.02	1,523.56
Band E	11/9	122%	1,519.88	342.25	1,862.13
Band F	13/9	144%	1,796.22	404.47	2,200.70
Band G	15/9	167%	2,072.57	466.70	2,539.27
Band H	18/9	200%	2,487.08	560.04	3,047.12

Core Spending Power

- 6.21. The impact of these changes on Haringey's core spending power is shown in the table below:

Table 6.5 – Core Spending Power

	2015- 16	2016- 17	2017-18	2018-19
	£'000's	£'000's	£'000's	£'000's
Settlement Funding Assessment	140.8	126	115.2	109.2
Council Tax	83.9	87.2	93.7	98.8
Improved Better Care Fund	-	-	0.4	3.8
New Homes Bonus	6.2	6.9	5.7	4.2
Rural Services Delivery Grant	-	-	-	-
Transition Grant	-	-	-	-
Adult Social Care Support Grant	-	-	1.2	-
Core Spending Power	230.8	220.1	216.2	216
Change %		-4.70%	-1.40%	1.40%
Cumulative change %		-4.70%	-6.00%	-4.70%

Four Year Settlement

- 6.22. Whilst the SFA allocations for 2018/19 and 2019/20 are only indicative at this stage, local authorities had the opportunity to fix these at the announced amounts by submitting an efficiency plan by 14 October 2016. Haringey submitted its efficiency plan to the Department of Communities and Local Government (DCLG) and have received confirmation that Haringey is now formally on the multi-year settlement (covering 2018/19 to 2019/20).

Social Care Precept

- 6.23. The introduction of a social care precept was originally announced at SR2015. In the 2016/17 local government finance settlement, the government confirmed that there would be a 2% social care precept and that this would be available for four years up to 2019/20.
- 6.24. The provisional 2017/18 local government finance settlement has amended the use of this additional precept. It was announced that it can be applied at 3% per annum for the next two years, up to 2018/19, but maintains a maximum additional precept of 6% for the period 2017/18 to 2019/20. Therefore if an authority chooses to use the higher 3% threshold in each of 2017/18 and 2018/19, then it would not be able to have an additional precept in 2019/20.
- 6.25. To ensure that councils are using income from the precept for adult social care, councils will be required to publish a description of their plans, including changing levels of spend on adult social care and other services. This must be signed off by the Chief Finance Officer (Section 151 Officer). Councils wishing to use the extra freedom to raise their precept by 3% instead of 2% in 2017/18 must also show how they plan to use this extra

money to improve social care. The government intend to provide further guidance to adult social care authorities on the conditions of the scheme in the near future. Section 7 below contains the Council's outline approach to the use of the additional precept.

New Homes Bonus

- 6.26. The government has made the following changes to the Scheme:
- Funding is reduced by £241m in 2017/18 (funding remains at pre-announced levels for 2018/19 and 2019/20);
 - Funding will be reduced from 6 years to 5 years' worth of payments in 2017/18;
 - Funding will then reduce to 4 years' worth for 2018/19 onwards.
 - From 2018/19, the government will consider withholding payments from local authorities that are not "planning effectively, by making positive decisions on planning applications and delivering housing growth".
 - A consultation is planned regarding withholding payments for homes that are built following an appeal.

Adult Social Care Support Grant

- 6.27. This is a new funding stream announced for 2017/18. Funding for this has been taken from previously announced New Homes Bonus allocations. Funding has been allocated based on the adult social care relative needs formula.

Business Rates

- 6.28. Alongside the move to 100% Business Rates Retention, the target level of business rates that authorities need to collect (known as the Business Rates Baseline) is to be reset in 2020. This figure is key to individual authorities, because where a target is set too high they will receive a lower amount of business rates revenue than was originally allocated via the needs based funding formulae (although, there are resource gains to be made if it is set lower than anticipated business rates income).
- 6.29. If the methodology in determining the baseline is similar to that used in 2013/14 (for the current baseline), it will be based upon actual amounts collected in a specified number of prior years. This approach may be advantageous to Haringey as it has been below its baseline over the period 2013/14 to 2015/16 (as per the chart below) and therefore, all things being equal, it could expect a have the baseline reduced as part of this reset. This should provide it with a lower target amount to collect and therefore increase

the chance of exceeding the future target and therefore receive higher revenue from business rates than the initial target allocation.

- 6.30. Given the amount of risk and reward is likely to increase post 2020 (i.e. Haringey currently receives 30% of business rates retained and this is likely to increase), a lower business rates baseline is even more important than at present.
- 6.31. As highlighted in the December 2016 Cabinet report, the business rates base was to be re-valued in line with the methodology outlined in the October 2016 technical consultation. This revaluation has now been completed and a summary of the main changes is provided below:
- The top up/tariff amount for each authority has been adjusted to reflect the change in ability to collect business rates locally (taking into account the net change as a result of the rateable value change and the decrease in the multiplier, before inflation and the adjustment for appeals). This change results in a change in authorities' NNDR baseline also.
 - For 2017/18, this adjustment has been made on figures taken from the 2015/16 NNDR3 form. However, for 2018/19 onwards (until the reset), the adjustment will be based upon figures taken from the 2016/17 form, with a one-off adjustment in 2018/19, to reflect the variance between the 2015/16 and 2016/17 NNDR3 amounts.
 - There is no change to authorities' baseline need amounts (and therefore no change to the safety net), other than for the 2% increase for inflation.
 - Authorities' levy percentage amounts have changed based on their new NNDR baseline amounts. For most authorities, including Haringey, this change is irrelevant i.e. they remain a top up and still have a 0% levy or remain at the maximum levy amount of 50%. However, for certain authorities, there has been either an increase or decrease.
- 6.32. DCLG intend for Revaluation 2017 to be revenue neutral for local government nationally. However, the extent to which this will be the case is not possible to forecast at this stage. DCLG have made an allowance for the national loss in Rateable Value, due to appeals, following revaluation at 4.7%. If this estimate is too low, then local government will lose out; if this estimate is too high then local government will gain.
- 6.33. The financial implications of revaluation for individual local authorities is more difficult to estimate, as these will be a combination of the accuracy of the national allowance for appeals and the extent to which local appeals are above or below the estimated national average.
- 6.34. Due to the number of unknowns it has therefore been assumed that revaluation will be revenue neutral at this stage for Haringey. However,

officers will be monitoring developments around the updated Rateable Values and the DCLG's approach to appeals over the coming months, with a view to adjusting the medium term resources projection, if needed.

Education Services Grant

- 6.35. The £2.784m Education Services Grant (ESG) pays for a range of services, including Early Years Quality Team , Attendance and Welfare, Redundancy costs in maintained schools, Statutory and Regulatory Services in all schools and academies and central costs for finance, governance, ICT, HR, audit for maintained schools.
- 6.36. The Department for Education have transferred £0.550m of ESG to the Dedicated Schools Grant. This accounts for the Statutory and Regulatory Services for all schools and academies and Schools Forum have agreed that this may be used for the same purposes in 2017/18. The transitional ESG for 2017/18 is £0.795m and the DfE have indicated that a further provisional £0.130m may be available to support School Improvement. Overall, this is a total of £1.475m, a loss of £1.309m. In 2018/19, the £0.550m in the DSG is expected to remain, but all the other elements of funding are expected to be removed: a further loss of £0.925m.
- 6.37. The DfE proposed the removal of the ESG when they were considering legislation to transfer maintained schools to academy status; the legislation is not now being pursued, but the grant reduction is continuing. It leaves the Authority with obligations (such as redundancy costs in maintained schools) with the specific funding source having been removed.
- 6.38. Normally, loss of specific grant would mean that the associated expenditure would reduce commensurately. The majority of the costs supported by the ESG, however, are recharges and apportionments of central costs, mostly from Priority X. So, a like-for-like reduction is not practical, and much of the loss of this grant is contributing directly to the overall funding gap with which the Council has to contend.

7. General Fund Revenue MTFs position 2017-18-2021/22

Government Funding

- 7.1. The main impacts for Haringey from the changes introduced by the Provisional Local Government Settlement published in December 2016 are the reduction in New Homes Bonus for 2017/18 of £2.1m and the introduction of the new Adult Social Care Support grant of £1.2m for 2017/18.

Council Tax

- 7.2. Each year the council as Billing Authority is required to calculate the tax base for the Borough in order for it to calculate its own council tax but is also

required to notify this figure by 31st January each year to any major precepting authority (the GLA) as well as any levying body (Environment Agency, Lee Valley Regional Park Authority, North London Waste Authority, London Pension Fund Authority) in order for them to calculate and set their own budgets and determine the level of precept / levy to be made to Haringey.

- 7.3. The calculation of the council tax base is prescribed by regulations. Put simply, it is the aggregate of the estimated number of properties in each valuation band each year, subsequently adjusted to take account of the estimated number of discounts, disregards and exemptions which are likely to apply and any estimated increase / decrease in the list for the forthcoming year.
- 7.4. The 2016/17 local government finance settlement (LGPS) sets out that local authorities could choose to increase their Council Tax by up to 2% in each of the 4 years 2016/17 to 2019/20. The 2017/18 LGPS amends this and local authorities may now choose to increase Council Tax (for the social care precept) by up to 3% in 2017-18 or 2018-19, but still cannot exceed 6% in total over the three-year period to 2019/20.
- 7.5. To ensure that councils are using income from the precept for adult social care, councils will be required to publish a description of their plans, including changing levels of spend on adult social care and other services. This must be signed off by the Chief Finance Officer (Section 151 Officer).
- 7.6. Councils wishing to use the extra freedom to raise their precept by 3% instead of 2% in 2017-18 must also show how they plan to use this extra money to improve social care. The Department will write to adult social care authorities with further details on the conditions of the scheme in the near future and no such details had been provided at the time of writing this report.
- 7.7. The MTFS assumptions work on the basis that the Authority increases the Council Tax by 3% in 2017/18 as a result of the social care precept. This would raise an additional £2.7m. The budget for Adults Social Care has not been sufficient in 2015/16 and 2016/17, with planned savings being delivered, but demand for services continues to grow.
- 7.8. The December 2016 budget report to Cabinet set out the demand pressures of £11.889m that were being acknowledged as part of the review of the Medium Term Financial Strategy. When the Department for Communities and Local Government seek evidence of how the precept is being used, officers will point to the need to build growth back into the budget for Adults Social Care and the impact of that on the proportion of the Council's budget which Adults Social Care will receive in 2017/18.
- 7.9. The projections for Council Tax income for the MTFS period are set out in the table below:

Table 7.1 - Council Tax Assumptions 2017/18 to 2021/22

COUNCIL TAX ASSUMPTIONS					
	2017/18	2018/19	2019/20	2020/21	2021/22
Tax Base	77,605	78,916	80,595	82,274	83,953
Tax Base change	1.70%	2.10%	2.10%	2.00%	2.00%
Tax Base for year	78,916	80,595	82,274	83,953	85,632
Collection Rate	95.50%	95.50%	95.50%	95.50%	95.50%
Tax Base after collection rate	75,365	76,968	78,572	80,175	81,779
Council Tax increase	0%	0%	0%	0%	0%
Social Care precept	3%	3%	0%	0%	0%
Band D rate	£1,243.54	£1,279.07	£1,279.07	£1,279.07	£1,279.07
Council Tax Yield (£000)	£93,719	£98,447	£100,499	£102,549	£104,601
Change year on year (£000)	£4,190	£4,728	£2,052	£2,050	£2,052

7.10. Key assumptions in the MTFS are that:-

- Members will continue the policy of freezing council tax up until 2018/19, in line with this administration's manifesto commitment;
- The 3% social care precept will be applied for the next two years;
- The tax base is assumed to grow in line with GLA housing projections;
- The Council Tax collection rate for will be 95.5%.

Business Rates

7.11. The impact of business rate revaluation and other proposed changes to the business rates system had previously been reported to members. Although, the Council continues to enjoy a growth in business rates income, it remains a 'top up' authority as the Council's baseline business rates level is lower than its business rates funding level.

7.12. The below table sets funding levels for the next three years.

Table 7.2 – Elements of the Business Rates Retention Scheme

	2016/17	2017/18	2018/19	2019/20
Baseline Funding Level	75,048	76,316	78,791	80,578
Baseline Business Rates	19,828	22,084	20,824	20,758
Top Up	55,220	54,232	57,967	59,820

7.13. The figures in the MTFS are based on the latest available information which has been submitted to government. However, there remains risk around the revaluation changes mostly from appeals lodged by businesses.

Fees and Charges

- 7.14. Each year the Council reviews the level of fees and charges through consideration of a report by the Cabinet and Regulatory Committee where it is a requirement that they are considered and approved.
- 7.15. A separate report with the majority of proposed fees and charges is included elsewhere on the Cabinet agenda with the Regulatory Committee meeting on 30th March 2017 to consider and approve the proposals.
- 7.16. The Council's income policy requires that as part of an annual review, levels of fees and charges levied upon users should ensure that income is maximised based on full cost recovery. Therefore, the majority of fees and charges will increase by inflation to reflect increased cost of service provision.
- 7.17. In some cases, fees and charges are increased above the prevailing rate of inflation to align them with market rates and in other cases to ensure that the Council's levels of fees and charges are in line with neighbouring/similar authorities. Additional income to be raised from fees and charges after adjustment for savings proposals is estimated at £121k in 2017/18.

Summary funding assumptions

- 7.18. The table below sets out a summary of the funding assumptions used in the 5-year Medium Term Financial Strategy.

Table 7.3 - Summary of funding assumptions 2017/18-2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Main Funding					
New Homes Bonus	5,712	4,200	4,228	4,899	4,899
Adult Social Care Grant	1,195	1,195	1,195	1,195	1,195
Revenue Support Grant	38,590	30,202	21,641	20,015	18,357
Council Tax	93,719	98,448	100,499	102,550	104,600
Retained Business Rates	22,084	20,824	20,758	21,173	21,597
Top up Business Rates	54,232	57,967	59,820	61,016	62,236
Total Main Funding	215,531	212,836	208,140	210,848	212,884
Core Grants					
Public Health	20,742	20,203	19,677	19,677	19,677
Other core grants	10,653	12,687	15,116	14,381	14,895
TOTAL (External) Funding	246,926	245,726	242,933	244,906	247,457
Contribution from/(to) Reserves	8,782	2,933	4,312	2,230	3,708
TOTAL FUNDING	255,708	248,659	247,245	247,136	251,165

- 7.19. There has been a total increase in external funding assumptions of approximately £3m for 2017/18 from those presented to Cabinet in December 2016 as follows:

- Adult Social Care Grant (£1.20m) has been added
- New Homes Bonus has been reduced by £2.1m
- Retained Business Rates (an increase of £1.85m) and Top-Up Business Rates (reduction of £2.07m) have now been confirmed with;
- Removal of contribution to Reserves; and
- Council tax has been confirmed at £93.7m, an increase of £900k.

Expenditure Assumptions and budget shortfall

- 7.20. The 2016/17 financial year has seen increasing budgetary pressures for key demand led services: Temporary Accommodation, Adults Social Care and Children's Social Care. For each of these areas an extensive exercise has been carried out to assess the levels of activity that has been driving costs. There is an assumption in the MTFS that the current level of spend in these areas will not reduce and therefore additional core budget has been allocated to the relevant priorities for 2017/18 and the MTFS period.
- 7.21. In the previous MTFS (2014/15-2017/18), savings of £24.163m were assumed for 2017/18 based on the proposals agreed at that stage. However, during 2016/17 it has become apparent that many of those savings are not being delivered as planned. For the purposes of this revised MTFS, the assumption is that where savings have been flagged as being at risk in 2016/17 then these will not be achieved in 2017/18. In total £22.197m of these savings have been taken out of the planned 2017/18 budget.
- 7.22. A Non-Service Revenue budget provision has been made for the following:-
- An estimated £1.2m is required by 2020/21 as an additional employer's contribution to the pension fund following the triennial revaluation. The working assumption is that a further £1.2m will be required for the same period of time following the next revaluation (i.e. in 2020/21).
 - Levies:
 - a) £385k for a new Apprenticeship Levy which comes into effect on 1st April 2017. This is a levy on all employers whose payroll exceeds £3m and is charged at 0.5% of the pay bill.
 - b) £1.335m increase in the North London Waste Authority levy.
 - c) 2% increase has been assumed on all other levies (e.g. the Environment Agency).
- 7.23. After taking into account the funding and expenditure assumptions outlined above, the overall summary position is set out in the table below:

Table 7.4 - Summary of expenditure and funding 2017/18-2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Budget requirement b/f	255,627	255,708	248,659	247,245	247,136	1,254,375
Unavoidable growth	26,626	2,273	1,072	2,136	746	32,854
Original MTFS year 3 savings	-24,163	-450	0	0	0	-24,613
Original savings not achievable	22,197	0	0	0	0	22,197
Additional savings	-18,800	-1,000	-500	0	0	-20,300
New investment	4,382	212	624	1,639	1,379	8,236
Additional income	0	-1,022	-2,022	-2,022	-23	-5,089
Other adjustments	-2	953	3,356	-362	1,947	5,892
Budget requirement	265,867	256,675	251,189	248,636	251,185	1,273,551
Proposed MTFS Savings	-10,159	-8,016	-3,944	-1,500	-20	-23,639
Net Budget Requirement	255,708	248,659	247,245	247,136	251,165	1,249,913
Available funding	246,926	245,726	242,933	244,906	247,457	1,227,948
Net Budget Shortfall to be funded from Reserves	8,782	2,933	4,312	2,230	3,708	21,965

- 7.24. On the assumption that all budget proposals presented to Cabinet in December 2016 are implemented and delivered the residual budget shortfall will be as in Table 7.4 above.
- 7.25. For 2017/18 the budget shortfall will be funded from reserves but there will be a requirement to develop further savings proposals early in the MTFS period in order to avoid any further use of reserves.
- 7.26. If any of the savings proposals are not accepted then it will be necessary to find replacement savings as soon as possible.
- 7.27. The profile and level of the budget shortfall has changed from the position reported to Cabinet in December 2016. The main changes relate to more accurate projections on business rates and council tax income in 2017/18 and 2018/19. There has also been other expenditure pressures identified which have a compound effect on the MTFS.

Savings proposals 2017/18 to 2021/22

- 7.28. The key issue for Haringey is how to address 2017/18 and 2018/19 where there is a substantial budget gap before funding and expenditure become more closely aligned.
- 7.29. In order to bridge the £45.6m gap, Officers have developed savings proposals and each is supported by a document describing the action/outcome, highlighting the value of the saving, the impact on workforce numbers, and setting out the associated risks and assumptions. Higher value proposals (those over £1m) are supported by a full business case. These were presented to Cabinet in December 2016 and are set out in the table below and attached at Appendix 10.

Table 7.5 - Summary of savings proposals

Proposal	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
P1 - Childrens(Enable every Child to have the best start in life, with high quality Education)	2,762	1,748	310	-	-	4,820
P2 - Adults(Empower all adults to live healthy, long and fulfilling lives)	2,411	3,137	84	-	-	5,632
P3 - A clean and safe borough where people are proud to live	1,685	2,580	150	-	-	4,415
P4 - Drive growth and employment from which everyone can benefit	503	-	-	-	-	503
P5 - Create homes and communities where people choose to live and are able to thrive	-	-	-	-	-	-
PX - Enabling	2,798	551	3,400	1,500	20	8,269
Total	10,159	8,016	3,944	1,500	20	23,639

- 7.30. It will be important that the front-loaded profile of savings for 2017/18 and 2018/19 are achieved in order to mitigate against any overspend in those years and further use of reserves.
- 7.31. The proposed savings have been subject to public consultation and scrutiny by the Overview and Scrutiny Committee and recommendations have been proposed which are outlined in Section 12 and 13 in this report. Cabinet are considering those recommendations as part of this report.
- 7.32. If the total value of savings proposed is £23.6m and if all these savings are applied, the budget gap, over the 5-year MTFS period, will reduce to £22.0m.

Budget Strategy

- 7.33. The budget strategy has been developed on a number of key principles. A recognition of the acute pressures facing demand-led services and therefore an appropriate re-allocation of resources.
- 7.34. This has led to increase in the adult social care budgets so that these budgets represent 35% (31% in 2016/17) of the total resource allocation.
- 7.35. With the planned devolution of business rates in 2020, a 5-year MTFS has been developed to straddle the new funding era. The importance of Council tax and business rates to our future financial sustainability is therefore recognised crucial that as an authority we are clear about the proportion of our resources that are spent on creating growth opportunities. The proposal, therefore, is that over the 5-year MTFS period a reasonable allocation of

revenue resources will be assigned to activities that create these growth opportunities.

- 7.36. The scale of the gap in 2017/18 (£19m) is such that it is not possible to make sufficient savings to bridge the gap in one year, and therefore the strategy has been to smooth the savings over the MTFS period through the use of reserves. The challenge is to achieve this via:
- Balancing the need to maintain our focus on transformation in high demand priorities with acknowledgement of the growing pressures in those areas
 - Ensuring the proportion of total budget committed to those high demand areas is in line with appropriate benchmarks
 - Ensuring an appropriate balance between the proportion of the gap apportioned to delivery of priorities and to growth
- 7.37. The level of reserves available will be dependent on the extent to which we utilise our existing reserves to fund our deficit at year-end. The Chief Finance Officer will be seeking to consolidate the reserves position in order to be able to fund the deficit. This will be considered as part of the Chief Finance Officer's consideration of the adequacy of reserves which will be presented to Council on 27th February 2017. The Council will look to recommence building Reserves in the next financial year to provide further future resilience to the Council's financial position.
- 7.38. At this stage there is insufficient clarity around the last two years of the MTFS to make decisions about further cuts, and the residual budget gap for those years will be addressed once the longer term government funding and local resources have been firmed up. Additionally the next administration will review Council Tax rates.

Summary General Fund Revenue Budget Position 2017/18 to 2021/22

- 7.39. The summary revenue budget position over the 5 year period is shown in the table below:

Table 7.6 - Summary of proposed MTFS budgets

	2016/17		2017/18		2018/19	2019/20	2020/21	2021/22
Services	£'000	%	£'000	%	£'000	£'000	£'000	£'000
Priority 1	50,682	20%	61,199	24%	59,354	59,155	58,935	59,016
Priority 2	80,420	31%	87,893	34%	88,412	90,560	93,835	97,491
Priority 3	28,226	11%	28,894	11%	24,813	22,663	20,663	20,663
Priority 4	15,601	6%	15,373	6%	15,373	15,373	15,373	15,373
Priority 5	3,722	1%	9,214	4%	8,642	9,364	8,616	8,308
Enabling	76,975	30%	53,189	21%	52,120	50,184	49,768	50,368
Total Budget	255,626	100%	255,762	100%	248,713	247,299	247,190	251,219

Review of assumptions and risks 2017/18-2021/22

7.40. The main uncertainties and risks identified to date which will impact on the Council's budget and Medium Term Financial Strategy are:-

- Move to Council Tax and Business Rates as the main funding driver exposes the Council to risks such as collection rates, adverse changes in the size of the taxbase and negative cashflows.
- The Council's Transformational Programmes do not deliver the required savings, do not deliver savings quickly enough, or are counteracted by demographic trends particularly in critical areas such as Children's and Adults Social Care and Temporary Accommodation.
- Increases in national minimum wage (NMW) and London living allowance (LLA) which will particularly affect care providers and Direct Payment rates and may drive up prices.
- Any deterioration in the forecast 2016/17 position, including the risk that the measures put in place to reduce spending (such as the current voluntary severance exercise) do not deliver.
- Changes in Non Service Resources budgets over the next few months – for example the amounts provided for levies are currently based on estimates.
- General population increases are expected over the next 5 years and any associated growth in demand - other than specifically allowed for – may lead to financial pressure.
- The need to balance revenue and capital priorities to ensure the most appropriate use of available resources.

7.41. Other risks which we are aware of that may impact on the Council's budgets:-

- National economic uncertainty, including economic stability, inflationary pressures, etc including any factors relating to Brexit. In particular, there may be a slow-down in housing delivery once article 50 is triggered by the UK government.
- Housing Benefit admin fee may end during the period of the MTFS.
- The impact of changes in legislation – for example the Homelessness Reduction Bill.
- The impact of inflation pressures above current assumptions (e.g. energy costs which are currently estimated at around 13% increase for 2017/18).
- Ability to work collaboratively with a number of partner organisations – for example on shared services.
- Impact of NHS Sustainable Transformation Plans (STPs) may result in a transfer of costs.
- Additional pressure may arise from the provision of support to further Syrian refugees.
- Ability to implement savings. All savings have been risk assessed for ease of delivery and a summary risk assessment is as follows:-

Table 7.7 - Summary risk assessment

Risk Rating	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Green	6,711	1,431			20	8,162
Amber	3,198	4,913	3,944	1,500		13,555
Red	250	1,672				1,922
Total	10,159	8,016	3,944	1,500	20	23,639

Haringey Development Vehicle

- 7.42. In order to facilitate the Council's ambitious housing and jobs growth plans, officers have been working on the procurement of a jointly owned development company which will be 50% owned by the Council and 50% owned by a private sector development partner and is currently known as the Haringey Development Vehicle (HDV). The financial impact of the development schemes within the HDV are complex and the detail will not be known until specific schemes come on stream however high level impacts, where they are known and where they are within the span of this MTFS, have been included in the Capital Strategy which was approved by Council in July 2015 with the cost of borrowing included within the Council's analysis of Minimum Revenue Provision in this MTFS.

8. Dedicated Schools Budget

Dedicated Schools Grant (DSG)

- 8.1. The Department for Education announced the schools funding settlement for 2017/18 in December 2016 and Schools Forum considered the position at its meeting on 16th January 2017. The Dedicated Schools Budget is substantially funded from the Dedicated Schools Grant, a ring-fenced grant which must be spent only in accordance with the prevailing Schools and Early Years Funding Regulations.
- 8.2. Further information on the details of the strategic financial position for the Dedicated Schools Budget can be found in the papers to the Schools Forum, which are publicly available.
- <http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=664&MId=7985&Ver=4>
- 8.3. Cabinet are asked to agree the use of the DSG as set out in this section (ie Schools Block, High Needs and Early Years Block, as indicated).

Schools Funding for 2017/18 (Dedicated Schools Budget)

- 8.4. The settlement was a headline increase in the overall DSG of £7m from £242.6m to £249.6m. This increase is accounted for through additional pupil numbers, provision for the extension of early years provision to 30 hours for 3 and 4 year olds, some transfers of responsibilities from other funding streams and some additional funding for 2 year olds, high needs budgets and maintained nursery schools (who would otherwise have acute difficulties in managing the required changes to the early years funding formula). Table 8.1 below, sets out the details of those movements.

Table 8.1 - Explanation of change in overall DSG from 2016/17

DSG allocations prior to deductions for academies recoupment and direct funding of high needs places by EFA	2016/17 DSG	Rebasing (October 2016)	Pupil numbers and High Needs 2017/18	Early Years Block changes	2017/18 DSG
	£000's	£000's	£000's	£000's	£000's
Schools block	195.492	-2.585	2.381	0	195.288
Provisional Early Years Block	15.453	0	0	2.993	18.446
High Needs Block allocation	31.638	3.702	0.514	0.000	35.854
Total additions for non block funding	0.048	-0.048	0	0	0
Total DSG allocation	242.631	1.069	2.895	2.993	249.588

- 8.5. Schools Forum also took account of unspent DSG from previous years brought forward. There was £3.252m brought forward at the start of 2016/17. During 2016/17 the Early Years service has been funding 2 year old providers at £6 per hour, rather than the £5.28 being received through the DSG; this draws on £0.367m of the brought forward. In the High Needs budget, Schools Forum were advised in December 2016 that there was a £0.915m forecast overspend here. Overall, the expected carry forward at the end of the financial year is currently £1.970m. As set out in Table 8.2, Schools Forum operates on the basis that each block is responsible for its own surpluses and deficits. This approach can only work while there is sufficient funding overall and the deficit in the High Needs Block would need to be recovered before the full amount of underspends in other blocks was applied.

Table 8.2 - Amount of unspent DSG brought forward and expected to be carried forward in 2016/17

Block	Brought forward 2016/17	In-year budget 2016/17	Forecast spend 2016/17	Forecast carry- forward 2016/17
	£000's	£000's	£000's	£000's
Schools Block	255	141,300	141,300	-255
High Needs Block	-46	32,623	33,538	961
Early Years Block	3,043	15,454	15,821	-2,676
Total Schools Budget	3,252	189,377	190,659	-1,970

- 8.6. There is a separate Cabinet report on the Early Years Funding arrangements which seeks agreement on the formula for Early Years settings for 2017/18

Schools Block

- 8.7. The Schools Block allocation for 2017/18 is £195.288m. Schools Forum agreed the centrally retained budgets and those elements of funding which could be de-delegated from maintained schools' budgets. **Appendix 5** sets out the figures arising from their proposals for all the blocks.
- 8.8. The formula for primary and secondary schools had to be submitted to the Education Funding Agency by 20th January 2017, using an Authority Proforma Tool (ie a spreadsheet). There was one change to the formula considered and proposed by Schools Forum regarding the weighting to be attached to the deprivation factor. So, officers have distributed the available funding in **Appendix 5** on the basis of the proposed formula, a summarised version of which is in **Table 8.3**. The submission is subject to agreement of Cabinet to this approach.
- 8.9. The formula allocates £190.014m to schools, after all agreed deductions. This represents a tight funding settlement for schools. While the DSG settlement recognised growth in pupil numbers and individual schools will be funded for changes in pupil numbers, 28 out of 77 schools (one-third) will receive budgets that rely on the Minimum Funding Guarantee of their 206/17 budget per pupil less 1.5%.

Table 8.3 - Comparative distribution of funding 2016/17 and 2017/18

	Actual APT 2016/17 £'000	Proposed APT 17/18 £'000	2017/18 v 2016/17 £'000
Age-Weighted pupil units	140,404	143,579	3,176
Deprivation factors	21,828	21,403	-425
Other formula funding	23,258	22,925	-332
Total before MFG	185,489	187,908	2,419
Prior Year Adjustments	-165		165
MFG capping	-2	-16	-14
MFG support	3,958	3,152	-805
Total after MFG	189,280	191,044	1,765
Less De-delegation	-908	-908	0
Less Central Services	0	-122	-122
Total distributed to schools	188,372	190,014	1,643
Number of schools needing MFG support	35	28	-7

8.10. There were two proposals by Schools Forum where they did not agree to proposals for centrally retained budgets.

- Supplementary Schools (£26k) where this activity may not now be charged to the DSG and will need to either find alternative funding sources or cease.
- Redundancy costs in maintained schools (£177k). This leaves the Authority with a potential pressure, which will be a call on the General Fund budget. In law, it is normally the local authority's central budget which pays for school redundancy costs, unless there is an exceptional reason why that should not happen. The withdrawal of the Education Services Grant from September 2017 means that the current funding source will be removed. With school budgets being tight and expenditure pressures increasing, more school redundancies are likely and this is a risk to the General Fund.

Early Years Block

8.11. There are significant changes in the Early Years Block with the introduction of a higher degree of prescription in how the funding may be used. There is a separate report on this agenda which deals with final decisions on the funding formula for early years settings and the overall strategy for early years provision.

- 8.12. At Schools Forum, the funding arrangements, set out in **Appendix 5** were agreed (Disability Fund of £60k was omitted and will be submitted to them at their meeting on 23rd February 2017. This allocates all of the £18.442m from the 2017/18 Early Years Block element of the DSG and commits £0.888m from brought forward DSG; £0.188m to allow a continuation of the policy of funding settings for 2 year olds at a rate of £6 per hour and £0.700m to manage the phased withdrawal of Childcare Subsidy by September 2017.

High Needs Block

- 8.13. It is for the Authority to set the High Needs budget and to manage it. The High Needs Block of £35.854m has included past transfers of funding from other blocks. So, there are no proposals to transfer further funding from other blocks. Schools Forum noted the proposed budget for 2017/18, set out in **Appendix 5**. More detail is included in the Schools Forum paper from 16th January 2017. While this allocated the in-year funding, it did not address the overspending of £0.915m reported for High Needs in 2016/17.
- 8.14. Schools Forum was advised that further consideration of the measures necessary to contain expenditure, including spending to save, is needed to reduce commitments in the medium-long term. Although a comprehensive plan of action has been drawn up to address this forecast overspend implementation has been slow and budget pressures continue to escalate on the High Needs Block.

Overall DSG position

- 8.15. The proposals in this paper, if agreed as necessary, would result in the following budgets for 2017/18.

Table 8.4- Forecast unspent DSG by the end of 2017/18

Block	Estimated brought forward DSG 2017/18	DSG funding 2017/18	Proposed budgets 2017/18	Estimated carry forward DSG 2017/18
Schools Block	255	195,288	195,288	-255
High Needs	-961	35,854	35,854	961
Early Years	2,676	18,446	19,278	-1,844
Total	1,970	249,588	250,420	-1,138

9. Housing Revenue Account (HRA)

Housing Rents

- 9.1. The HRA is the Council's record of the income and revenue expenditure relating to council housing and related services. Under the Local

Government and Housing Act 1989, the HRA is ring-fenced and cannot be subsidised by increases in council tax. Equally, any surplus in the HRA or balances held in reserves cannot be transferred to the General Fund. Since April 2012, the HRA has been self-financing and the main income is the rent and service charges paid by tenants.

Housing Rents

- 9.2. The Council is required to comply with section 23 of the Welfare Reform and Work Act 2016 by reducing tenants' rents (excluding service charges) by 1% each year for four years starting from 1 April 2016.
- 9.3. Although the Act does not say how the reduction should be implemented, (it could be by a 1% reduction from the beginning of a year or a larger reduction later in the year), the Council has applied the 1% rent reduction from the beginning of the year. The first rent reduction started with effect from 4 April 2016. At the same time, the Council took advantage of the government's one year exemption for tenants living in sheltered / supported housing and increased the rent for these tenants by 0.9% (CPI rate at September 2015 of 0.1% plus 1%).
- 9.4. From 3 April 2017, all rents including sheltered housing and affordable rents will be reduced by 1%. However, shared ownership rents will increase by 2% (CPI rate at September 2016 plus 1%) as the Act exempts these properties from the rent reductions.

General needs and sheltered / supported housing

- 9.5. This is the second financial year that rents in general needs properties are to be reduced by 1% but the first rent reduction for tenants living in sheltered/supported housing. Under the original rent restructuring regime, these rents would have increased by 2% (CPI at September 2016 of 1% plus 1%) from next April.
- 9.6. Provisional rents for general needs and sheltered/supported housing for 2017/18 have been calculated so that the rent paid by existing tenants is reduced by 1% from the 2016/17 levels. On this basis, the current average weekly dwelling rent will reduce by £1.04 from £104.80 to £103.76. The potential rental income budget for 2017/18 will reduce by £1.012m against the budget for 2016/17. Table 9.1 below sets out the average weekly dwelling rents for 2017/18 by property size.
- 9.7. The current policy of increasing rents to the 2015/16 formula rent (adjusted for 1% reduction each year thereafter) on new secure tenancies will continue.

Table 9.1 - Proposed rents for general needs and sheltered / supported housing

Number of Bedrooms	Number of Properties	Current average weekly rent 2016/17	Proposed average weekly rent 2017/18	Proposed average rent decrease
Bedsit	137	£84.91	£84.07	-£0.85
1	5,468	£90.00	£89.10	-£0.90
2	5,240	£104.90	£103.86	-£1.05
3	3,782	£120.19	£118.98	-£1.20
4	586	£136.54	£135.17	-£1.37
5	102	£157.96	£156.38	-£1.58
6	13	£166.18	£164.52	-£1.66
7	2	£157.59	£156.01	-£1.57
8	1	£178.40	£176.62	-£1.78
All dwellings	15,331	£104.80	£103.76	-£1.04

New build

- 9.8. On 12 July 2016, the Cabinet approved the rent levels for new council homes built under the Council's New Build Programme. Rents in new build homes are set in accordance with the affordable rents guidance set out in the draft Housing Strategy. Phase 1 of the new build programme is expected to deliver 18 new homes in 2016/17 which will be let at affordable rents on completion. Affordable rents will reduce by 1% from their current levels with effect from 3 April 2017. These rents will also be further reduced over the next two years. The proposed HRA budget includes £236K for these additional units, however, should the delivery programme alter in any way this may affect the income achievable.

Service charges

- 9.9. In addition to rents, tenants pay service charges for services they receive which are not covered by their rent. Service charges must be set at a level that recovers the cost of the service, and no more than this. The Council's policy has been to set charges at the start of each financial year to match budgeted expenditure. Therefore, the weekly amount is fixed and a flat rate is charged.
- 9.10. Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

9.11. Tenants pay for the services listed below:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Light and power (Communal lighting)
- Heating (including Gas or Oil/Electricity)
- Integrated reception service (Digital TV)
- Estates road maintenance
- Bin and chute cleaning

9.12. Table 9.2 below sets out the proposed changes in tenants' service charges for 2017/18.

Table 9.2 - Proposed tenants' service charges for 2017/18

Tenants' service charge	Current Weekly Charge 2016/17	Proposed Weekly Charge 2017/18	Increase/ (decrease)	Projected Annual Income
	£	£	£	£
Concierge	£15.66	£15.43	-£0.23	£1,554
Grounds maintenance	£3.16	£2.77	-£0.39	£1,306
Caretaking	£4.29	£4.02	-£0.27	£1,544
Street sweeping (Waste collection)	£3.56	£3.62	£0.06	£1,553
Light and power (Communal lighting)	£2.19	£2.62	£0.43	£1,203
Gas (Elderly Person)	£10.64	£11.16	£0.52	£217
Gas (Not Elderly Person)	£10.17	£10.67	£0.50	£60
GLC Heating	£11.66	£12.23	£0.57	£38
District Heating 6	£10.93	£11.47	£0.54	£0.60
Oil/Electricity (Elderly Person)	£8.33	£8.74	£0.41	£18
Integrated reception service (Digital TV)	£0.77	£0.77	£0.00	£349.90
Estates road maintenance	£0.50	£0.57	£0.07	£266
Bin and chute cleaning	£0.16	£0.16	£0.00	£72.70
Proposed tenants' service charge income				£8,186.10
<i>Projected annual income is based on the number of tenants receiving the service for 52 weeks with an allowance of 1% service charges loss due to empty properties.</i>				

Water rates

- 9.13. The Council collects weekly water rates on behalf of Thames Water Utilities Ltd from tenants if the water supply to their home is unmetered. The amount is set by Thames Water on the basis of the rateable value of each property.
- 9.14. The weekly water rates to be paid by each tenant in 2017/18 will be provided by Thames Water in March 2017. Tenants will be notified accordingly.

Commercial Rents

- 9.15. Commercial rents are not globally increased each financial year as commercial leases will be subject to a scheduled rent review.
- 9.16. It is anticipated that the HRA commercial portfolio will transfer to the Haringey Development Vehicle (HDV) upon its establishment. As the procurement process is still in train, clarity about financial impact is yet to be assessed but will be considered in detail once the procurement for the HDV has completed and will form part of the detailed arrangements for the HDV to be presented to Cabinet in July 2017.

HRA Expenditure

- 9.17. The Council's Arms Length Management Company (ALMO), Homes for Haringey manages the dwellings stock and garages on behalf of the Council. The management fee the council pays for these services is budgeted at £39.586m for 2017/18 compared to £34.4m budgeted in 2016/17.
- 9.18. Other significant items of expenditure include the capital financing charge and depreciation. The capital financing charge is the interest on HRA loans and internal funding and is budgeted at a lower level than 2016/17 due to reduced borrowing rates. Depreciation has previously been based on an allowance per property determined in 2012 when self financing was introduced. From 2017/18 this must be calculated on the cost and expected life of assets. The new calculation will be carried out as part of the year end closure processes.

HRA Budget 2017/18

- 9.19. The 2017/18 HRA budget surplus has increased by £2.1m from the revised 2016/17 budget surplus of £14.86m to £16.98m. This increase mainly reflects the removal of the £2.2m new build budget.
- 9.20. There are a number of new initiatives being developed which may impact on the overall HRA budget for 2017/18. Any impact on the HRA revenue budget position will be highlighted in any report to Cabinet or Council.

HRA MTFS 2017/18-2021/22

- 9.21. This report sets out the proposed 2017/18 budget for the HRA. The HRA MTFS covering the period to 2021/22 will be presented to Cabinet during the next financial year together with a HRA 30-year business plan.

HRA Capital Programme 2017/18

- 9.22. In October 2016, Cabinet approved a new standard for investment in the Council's housing stock and delegated the authority to approve the detailed asset management plan and investment programme to the Director of Regeneration, Planning and Development after consultation with the Lead Member for Housing and the Chief Operating Officer. The proposed capital programme for all HRA schemes for 2017/18 is included at Appendix 4.
- 9.23. The new standard requires an annual investment of around £40m. There are also other capital schemes such as the High Road Regeneration project which requires HRA investment to purchase the leaseholder properties on these estates.
- 9.24. Although the 2016/17 year end carry forward position could impact on next year's capital programme, it is currently estimated that an element of the investment of the existing stock will also require borrowing.
- 9.25. The HRA currently has around £56m of borrowing headroom and it is estimated, based on the proposed capital programme, that there will be around £49m of borrowing headroom available at the end of 2017/18.
- 9.26. The comprehensive HRA MTFs will be presented to Cabinet, along with a 30-year business plan, in the 2017/18 financial year.

Development of HRA Business Plan

- 9.27. Production of an HRA Business Plan is not a statutory requirement, but is considered by the Chartered Institute of Housing (CIH) and Chartered Institute of Public Finance and Accountancy (CIPFA) to be good practice. It is particularly important for Haringey given the size of its housing stock and the scale of potential movements in stock numbers over the coming years. A good business plan provides a framework for future investment and other housing policy decisions.
- 9.28. The original intention was to present the HRA Business Plan to this meeting of the Cabinet, at the same time as the main budget report. However, delays in important government policy guidance being issued and ongoing work on a number of local initiatives has meant that the information required for a comprehensive HRA Business Plan is not currently available and more time is needed to develop the plan.
- 9.29. The government policy changes introduced in the Housing and Planning Act 2016 where guidance has been delayed include:
 - Introduction of the High Value Asset levy – the legislation enables the Government to introduce a levy on local authorities which it expects authorities to fund from the sale of high value housing assets. The regulations for this, however, have been delayed and a statement by the new Housing Minister in November 2016 suggested this would

require 'quite a notice period' before being introduced. It therefore seems unlikely it will be commenced in 2017/18.

- Introduction of 'Pay to Stay' – this required the Council and other social landlords to charge a higher rent to tenants where their income exceeds £40,000 (in London). However, following the Autumn Statement in November 2016, it was announced that this would no longer be mandatory, although landlords have discretion to introduce this where appropriate.
- Introduction of Fixed Term Tenancies – this will have an impact on tenants, but there will be no material short term financial impact unless the Council adopts differential rent policies for re-lets in future or a discretionary 'Pay to Stay' policy.

9.30. The Council's ongoing local initiatives include major estate regeneration programmes, at High Road West and Northumberland Park. There are several issues relating to these developments which may impact directly on the long-term position of the HRA, which will need to be reviewed and incorporated into the HRA Business Plan, including the valuation of the sites disposed of, the new dwellings acquired and the related impact on the housing stock and HRA debt.

9.31. There will be greater clarity about the impact of government policy and estate renewal later in 2017, and it is therefore considered more realistic to present an HRA Business Plan to Cabinet during the 2017/18 financial year. This would then provide the framework for the HRA MTFS covering the period to 2021/22.

10. The Council's Capital Strategy and Programme 2017/18-2021/22

10.1. The MTFS capital programme represents years two to six of the ten-year council Capital Strategy, introduced to the Cabinet in December 2015 and approved in June 2016. This strategy has been developed to ensure that the Council takes a longer-term view of the assets required to deliver its Corporate Plan priorities.

10.2. The Council's Capital Strategy is an ambitious mix of regeneration; growth and asset availability that will ensure deliver a range of improved outcomes for its residents. The long term view also aims to secure stability for financial planning purposes as Government support reduces and the Council becomes more reliant on locally determined sources of funding such as Council Tax and Business Rates.

10.3. The MTFS capital programme funding assumes a mix of capital receipts, grant funding and prudential borrowing. Borrowing has an on-going impact on the Council's revenue budget and must be affordable. Such borrowing is closely controlled by legislation defined under the Prudential Code for capital

expenditure and is monitored through the Treasury management report. To the extent that capital receipts and grant do not meet the cost of the capital programme, there are two main options for borrowing:

- Temporary borrowing, pending the realisation of future capital receipts, providing that there is certainty over the amount and timing of the receipt;
- Prudential borrowing on an on-going basis to finance that capital expenditure that cannot be met from capital receipts.
- The table below reflects the revised delivery assumptions of the capital over the Council's 5-year MTFS period and net borrowing requirement. This includes assumptions around delivery bias within the original programme timing and approved in-year budget changes.

- 10.4. There have been minor changes to the core programme approved by Cabinet in June 2016 and a re-profiling of expenditure. These changes have been reported through to Cabinet as part of the quarterly monitoring report and the revised detailed programme is attached at Appendix 3. The revised 5-year expenditure profile in the table below is within the overall approved capital budget framework.
- 10.5. The main capital financing elements of the £286.6m 5-year programme are Grants at £99.7m (35%), Developer contributions at £60.1m (21%) Capital Receipts £32.6m (11%) and PFI reserve £4.8m (2%) the balance of £89.4m (31%) will need to be borrowed.

Table 10.1 - General Fund 5-Year Capital Programme

Capital Programme, 5 year	17/18	18/19	19/20	20/21	21/22	Total
MTFS overview	£,000	£,000	£,000	£,000	£,000	£,000
Re-profiled Expenditure	64,690	56,688	64,466	50,088	50,624	286,556
Funding						
Grants & Contributions	37,968	26,560	31,383	28,939	34,911	159,762
Capital Receipts GF	12,610	5,000	5,000	5,000	5,000	32,610
Use of Reserves	1,409	1,272	1,129	978	-	4,788
New Borrowing Requirement	12,703	23,856	26,954	15,170	10,713	89,397
Cost of Borrowing						
<i>Interest on new borrowing</i>	(1,246)	(1,595)	(2,166)	(2,667)	(3,005)	(10,679)
<i>MRP on new borrowing</i>	(1,099)	(1,331)	(1,782)	(2,285)	(2,543)	(9,040)
<i>Cost of New borrowing</i>	(2,345)	(2,927)	(3,947)	(4,953)	(5,548)	(19,719)

- 10.6. It should be noted that the cost of new borrowing for 2017/18 includes provision for year one (£54.9m) of the ten programme as MRP is provided the year after the asset comes into operation.

- 10.7. For any borrowing undertaken, the Council is required to set aside sufficient revenue resources to fund a Minimum Revenue Provision (MRP) and interest payable on the cost of servicing any debt in order to comply with the Prudential Code. However, the Code only provides a framework for determining the prudent amount required for the MRP and the Section 151 Officer has discretion to consider the adequacy of the provision.
- 10.8. The Section 151 Officer has revised the Council's MRP policy and the new policy is included within the Treasury management strategy which will be presented to Full Council on 27th February.
- 10.9. As with any longer term strategy, there is a need to undertake regular reviews of detailed action plans to take account of changing circumstances. There is likely to be a need to revise the capital programme, subject to appropriate approvals, to take account of changes to existing schemes or to fund new schemes and in particular to take advantage of additional external funding or capital receipts.

11. Reserves and Risk

- 11.1. The Council's original MTFS 2015-2018 included annual contributions from reserves to set a balanced budget in the first two years (£4.220m 15/16 and £3.116m 2016/17) and a contribution to reserves in 17/18 of £3.047.
- 11.2. The latest revenue monitoring projections for quarter 3 of 2016/17 indicate that there is likely, due to demand-led pressures, to be an overspend of around £21m. This means that the actual contributions from reserves to balance the financial year 2016/17 will be around £24m.
- 11.3. As is highlighted in this report, a contribution from reserves of around £8m will now be required for 2017/18 in order to set a balanced budget which will mean that General Fund non-earmarked reserves will be £11m lower at the end of the original MTFS period than anticipated.
- 11.4. At the end of March 2016, the General Fund non-earmarked balance was £20m and earmarked reserves stood at around £67m. Given the scale of the 2016/17 overspend and the contribution required to set the 2017/18 budget, the S151 Officer undertook a review of revenue earmarked reserves. This was in order to ensure that: the purposes for which reserves were created remain relevant and align with Council priorities; that reserves are utilised to best effect and that opportunities are identified to release funds to support the budget strategy.
- 11.5. As a result of this review and in consideration of the financial risks the Council faces a number of reserves have been identified as either no longer required for their original purpose or can be reduced using a risk-based approach and are, therefore, available to be released to support the budget strategy and Council priorities. The Section 151 Officer is therefore

proposing to transfer a total of £25.1m of earmarked reserves which would result in General Fund non-earmarked balances of around £15m remaining at the end of 2017/18.

- 11.6. The projected balance is within the 5% of gross expenditure or 3% of net expenditure approved limits.
- 11.7. The transfer and use of reserves to smooth the impact of the current financial uncertainty is not without risk but these will risks will be closely monitored by the S151 Officer during the financial year and she will ensure that balances do not fall below the level required to maintain financial resilience.

12. Consultation

The Council undertook a pre-budget engagement exercise consisting of a series of events and activities during October and November 2016. The summary of these conversations and feedback from residents can be found [here](#).

- 12.1. In December 2016, the Cabinet agreed to begin the necessary statutory consultation on the Medium Term Financial Strategy and proposals set out in that report, running from December 19th 2016 through to January 22nd 2017.

MTFS Consultations Outcomes and Findings

- 12.2. The consultation on proposals set out in the December Cabinet report started on Monday December 19th 2016 and closed Sunday January 22nd 2017.
- 12.3. Detailed information was made available in the following ways:
 - A specific event with our local businesses to receive their comments and feedback
 - dedicated pages on our website
 - An on-line survey available on the Haringey Council and Homes for Haringey websites
 - Three drop-in sessions were held at our Hornsey, Marcus Garvey Wood Green libraries
 - Hard copies of the budget proposals were available at all libraries in the borough Haringey People Online referred to budget proposals each week during the consultation people – this email is sent directly to residents who have signed up to My Account;
 - Daily social media promotion

- Engagement with local media
- Publicised through our partners and volunteer organisations
- A specific consultation meeting held with the Haringey Business Alliance who represent Haringey's business community

12.4. The consultation resulted in 143 responses. For a full breakdown please see Appendix 8.

12.5. Summary of responses:

Q1- Which proposals do you support?	Amount of people supporting proposal
Charging for bulk waste collection	8
Sharing Services	9
Protect and Improve health	4
Helping people stay independent	5
Investment in the borough	7
Street cleaning and recycling	2
School Improvements	5
Cameras to reduce fly tipping	2
Increasing on-line services	6
Increase parking permit charges	4
Reducing cost of senior management	9
Vacating Alexandra house	3
Council tax proposal	5

12.6.

Q2- Are there any specific proposals you think we should not progress and why?	Amount of people apposing specific proposals
Increasing council tax	5
Paying for Green waste	23
Closing down recycling centre	14
Paying for wheelie bins	13
Reduce opening hours in the libraries	73
Parking Charges	6
Paying for bulky waste removal	11
Review of Osborn Grove-Do not want it to close	5
Corporate projects-transfer of functions to HDV	2
Cuts to children's Services	4

- 12.7. A number of people disagreed with the proposals to cut the library hours. Many stated that libraries are important for socialising, educating both the young and the old and also gave residents the opportunity to be able to attend various groups and classes of their choice. They also expressed a need for a safe place for people to come together in the community and highlighted how they benefit from attending their libraries.
- 12.8. The general view, regarding the reduction in library opening times in six branches, was that this could have an impact on different groups of people. The groups mentioned were the elderly, young people, students and groups who meet for coffee mornings including Alzheimer awareness sessions and other health related issues. Many thought that it would have an impact on many groups and young people and adults who work, use the libraries during the evenings.
- 12.9. The charging for the removal of green waste was also opposed as many thought that it would lead to people disposing of it with the household rubbish. They also expressed that fly tipping was an expensive problem and would only increase if charges were imposed on waste removal.
- 12.10. The closure of the recycling centre and paying for lost wheelie bins was also cited as an issue. Some said that they would not have the means to take the rubbish to another recycling centre and this would lead to fly tipping which would cost the council more in the long term.

Q3 Are there any changes or proposals we haven't included that you think we should consider?	Number of people
Employment and payment to consultants-cutting salaries of senior workers	7
Explore if outsourced services would be cheaper to run in-house	3
Save more by cuts on "Healthier Living" the Nov/Dec survey said among the least important.	1
A ring fence to protect libraries	5
Raising the Council Tax payments	3
I would welcome an open debate on Haringey's spending on private sector	1
Increase spend on schools	2
Increase use of speed camera to make roads safer	3
Fund and support food banks-restructure capital spending for homeless(rough sleepers)	2
More thought to integrating health and social care-explore the role of the voluntary sector-how can they work together	4
Increase commercial opportunities in Alexandra park	2

Q4. We have a legal duty to test our proposals to ensure they do not have an unfair impact on different groups of people.	Number of people
The proposal to cut library hours	21
If our environment deteriorates it could affect all groups.	1
All cuts to services inevitably impact most on those on lower incomes	2
No equality in this budget - those with money will be able to replace lost council services.	2
Moving too much on-line - disadvantages many	1
Social care impact will be mostly felt by Afro Caribbean, Turkish and Irish Communities.	1
Loss of recycling facility-Residents west of the borough will be better off	1
Proposals to introduce charges for waste collection will impact on the poor-Clearly an equal proposal	1

13. Overview and Scrutiny

- 13.1. As part of the Council's governance arrangements for scrutiny of the Medium Term Financial Strategy, the Council's Overview and Scrutiny Committee and Panels have scrutinised all of the savings proposals presented to the December 16 Cabinet.
- 13.2. As part of the Council's governance arrangements for scrutiny of the Medium Term Financial Strategy, the Council's Overview and Scrutiny Committee and Panels have scrutinised all of the savings proposals presented to the December 2016 Cabinet. Following consideration by Cabinet, all four Scrutiny Panels met in December to scrutinise the draft budget proposals that fell within their portfolio areas:
- Children and Young People Scrutiny Panel (Priority 1)
 - Adults and Health Scrutiny Panel (Priority 2)

- Environment and Community Safety Scrutiny Panel (Priority 3)
- Housing and Regeneration Scrutiny Panel (Priority 4 and Priority 5)

- 13.3. In addition, the Overview and Scrutiny Committee met on 17 January to consider proposals relating to Priority X (Enabling).
- 13.4. Cabinet Members, senior officers and finance leads were in attendance at each meeting to present proposals and to respond to questions from members. For some of the proposals, additional information was requested. This was considered by the Overview and Scrutiny Committee on 30 January, along with emerging recommendations from each Panel, ahead of final recommendations being agreed and referred to Cabinet.
- 13.5. The key recommendations from the Overview and Scrutiny Committee are attached at Appendix 7.
- 13.6. The key recommendations are the removal of the following savings proposals:
- Ref 2.3 Fees & Charges – DRE – saving of £129k for 2017/18;
 - Ref 2.3 Fees & Charges – Transport Day Opportunity with a saving of £61k for 2017/18;
 - Ref 3.10 New Parking Operating Model - saving of £920k for 2018/19;
 - Ref 6.6 - Reduce Opening Hours in our six branch libraries to 36 hours per week – saving £150k for 2017/18
- 13.7. Cabinet will consider these recommendations at its 14th February meeting taking into account Officers proposed responses to these recommendations as outlined in Appendix 9.

14. Cabinet Member recommendations

- 14.1. Cabinet should take into account the strength of response to some of the specific proposals to achieve the savings required in 2017/18 and 2018/19. There has been a clear view expressed both through the public consultation and by scrutiny panels and OSC that we should not proceed with the reduction in opening hours of branch libraries. Given the weight of opinion on this issue, the recommendation is that this item (£150,000 saving in 2017/18) is removed from the savings proposals. Equally, there has been a strong view expressed by scrutiny panels and OSC to the proposal to seek a new operating model for the parking service (£920,000 saving in 2018/19) and the recommendation is that we also remove this item from the savings proposals at this stage. Cabinet should review the parking service operating model again at a later date to assess if there is any room for further efficiencies.

- 14.2. Scrutiny panels and OSC have also raised concerns about the impact of proposals to review charges for transport to day opportunities (£61,000 saving). The recommendation is that this saving is retained in the proposals but that we aim to achieve it in 2018/19 rather than 2017/18, giving the service time to review feedback and further assess impact and viability.
- 14.3. These recommendations will increase the budget gap for the first two years, increasing it by £211,000 in 2017/18 and, significantly, by £859,000 in 2018/19. In order to balance the budget, therefore, we must identify new proposals that can be delivered in the next two years that total at least these sums. Cabinet should be aware that this is a challenging task and could require us to re-examine proposals previously regarded as unpalatable.

15. Statutory Officers comments

Comments of the Chief Finance Officer and financial implications:

- 15.1. Under Section 25 of the Local Government Act 2003 the Section 151 Officer is required to include in the Budget Report a statement of her view on the robustness of any estimates for 2017/18 and the MTFS period to 2021/22 and the adequacy of proposed earmarked reserves and balances included in the report.
- 15.2. This budget has been prepared in line with detailed guidance from the S151 Officer. Cabinet has received quarterly budget monitoring reports identifying in-year spending pressures. Furthermore, continuing service and budget pressures have been identified through the development process of the MTFS.
- 15.3. The process of identifying and developing savings has been a continuous one. Additionally, service managers have been required to categorise the degree of risk in respect of proposed savings included in the 2017/18 budget and MTFS.
- 15.4. The revenue implications arising from the 10-year Capital Strategy have been incorporated within the proposed budget and MTFS period.
- 15.5. All of these measures give assurance to the S151 Officer regarding the robustness of all estimates contained within this report based on financial information available at the time.

Comments of the Assistant Director of Governance and legal implications:

- 15.6. The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. It is for the Cabinet to approve the proposals and submit the

same to the Full Council for adoption in order to set the budget. However the setting of rents and service charges for Council properties is an executive function to be determined by the Cabinet.

- 15.7. Where detailed savings proposals are yet to be developed, the Cabinet will need to ensure that where necessary, consultation is carried out and equalities impact assessments are undertaken and the outcomes of these exercises inform any final decisions.

16. Equality comments

- 16.1. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
 - tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - advance equality of opportunity between people who share those protected characteristics and people who do not;
 - foster good relations between people who share those characteristics and people who do not. With a challenging financial environment and increasing demand for services, it is becoming more difficult to mitigate against negative equality impacts.
- 16.2. With a challenging financial environment and increasing demand for services, it is becoming more difficult to mitigate against negative equality impacts.
- 16.3. Ensuring a fair and equal borough is a priority for the Council and this is reflected in the objectives and performance targets set out in the 2015-18 Corporate Plan. Equality Impact Assessments (EQIAs) were developed and published in February 2015 against each of the five priorities in the Corporate Plan and linked explicitly to budget allocations.
- 16.4. Further EQIA's have been and will be developed as new operating models, service and policy changes have been considered, consulted on and implemented during the first year of our three year Medium Term Financial Strategy, Corporate Plan and Workforce Plan. These are consulted on and published as each decision is taken or change implemented.
- 16.5. EQIAs and equality considerations have been included in Appendix 11 for decisions that are being taken in February. Further EQIAs and equality considerations will be developed and published when required as decisions are brought forward to Cabinet, or if delegated decisions to officers, for their consideration.

17. Use of Appendices

Appendix 1 – General Fund Revenue MTFS 2017/18-2021/22

Appendix 2 – HRA Revenue Budget 2017/18

Appendix 3 – General Fund MTFS Capital Programme 2017/18-2021/22

Appendix 4 – 2017/18 HRA Capital Programme

Appendix 5 – Dedicated Schools Budget 2017/18

Appendix 6 – General Revenue Budget 2017/18

Appendix 7 – Overview and Scrutiny Committee recommendations and proposed response

Appendix 8 – Summary of Consultation Responses

Appendix 9 – Consultation and scrutiny recommendations response

Appendix 10 – MTFS savings proposal summary

Annex 1 – P1 savings

Annex 2 – P2 savings

Annex 3 – P3 savings

Annex 4 – P4 savings

Annex 5 – P5 savings

Appendix 11 – EQIAs Summary

Annex 1 – EQIA Charging for replacement wheeled bins

Annex 2 – EQIA Charging for green waste collection service

Annex 3 – EQIA Charging RSLs for recycling

Annex 4 – EQIA Charging for bulky waste collection service

Annex 5 – EQIA Charging for flats above shops sacks

Appendix 12 – Calculation of 2017/18 Council Tax Base

18. Local Government (Access to Information) Act 1985

- December 13th 2016 Cabinet Report – Medium Term Financial Strategy 2017/2018 -2021/222
- July 18 2016 Full Council - Capital Strategy

For access to the background papers or any further information please contact Jo Moore, Deputy Chief Finance Officer.

HARINGEY COUNCIL MEDIUM TERM FINANCIAL PLAN - APRIL 2017 - MARCH 2022
Appendix 1

	2017/18	Movement	2018/19	Movement	2019/20	Movement	2020/21	Movement	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Services									
Priority 1	60,393	- 1,846	58,548	- 199	58,349	- 220	58,129	81	58,210
Priority 2	88,820	519	89,339	2,148	91,487	3,275	94,762	3,656	98,418
Priority 3	28,894	- 4,081	24,813	- 2,150	22,663	- 2,000	20,663	-	20,663
Priority 4	15,373	-	15,373	-	15,373	-	15,373	-	15,373
Priority 5	9,214	- 573	8,642	722	9,364	- 748	8,616	- 308	8,308
Enabling	53,014	- 1,069	51,945	- 1,936	50,009	- 416	49,593	600	50,193
Total Budget	255,708	- 7,049	248,659	- 1,414	247,245	- 109	247,136	4,029	251,165
Funding									
New Homes Bonus	5,712	- 1,512	4,200	28	4,228	671	4,899	-	4,899
Adult Social Care Grant	1,195	-	1,195	-	1,195	-	1,195	-	1,195
Revenue Support Grant	38,590	- 8,387	30,203	- 8,562	21,641	- 1,626	20,015	- 1,658	18,357
Council Tax	93,719	4,729	98,448	2,051	100,499	2,051	102,550	2,051	104,600
Retained Business Rates	22,084	- 1,260	20,824	- 66	20,758	415	21,173	423	21,597
Top up Business Rates	54,232	3,735	57,967	1,853	59,820	1,196	61,016	1,220	62,236
Total Main Funding	215,531	- 2,695	212,836	- 4,696	208,139	2,708	210,847	2,036	212,884
Public Health	20,742	- 539	20,203	- 525	19,677	-	19,677	-	19,677
Other core grants	10,653	2,035	12,687	2,428	15,116	- 735	14,381	514	14,895
Contribution from /to Reserves	8,782	- 5,849	2,933	1,379	4,312	- 2,082	2,230	1,478	3,708
TOTAL FUNDING	255,708	- 7,049	248,659	- 1,414	247,245	- 109	247,136	4,029	251,165

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HRA Budget 2017/18	2016/17 Original Budget £000	Approved Increase / (Decrease) £000	2016/17 Revised Budget £000	Proposed changes £000	2017/18 Draft Budget £000
Income					
Dwelling Rental Income	(82,850)	0	(82,850)	1,012	(81,838)
Non Dwelling Rents	(2,997)	0	(2,997)	0	(2,997)
Hostel Rental Income	(1,847)	0	(1,847)	(490)	(2,337)
Leasehold Service Charge Income	(7,101)	0	(7,101)	(42)	(7,143)
Tenant Service Charge Income	(11,276)	0	(11,276)	304	(10,972)
Miscellaneous Income	(7,154)	0	(7,154)	77	(7,077)
Total Income	(113,225)	0	(113,225)	861	(112,364)
Expenditure					
Non-HfH Estates Costs	7,450	0	7,450	35	7,485
Housing Management Costs & NNDR	6,373	0	6,373	(260)	6,113
Repairs & Maintenance	4,540	0	4,540	(4,540)	0
Bad Debt Provision	1,022	0	1,022	0	1,022
Hostel Expenditure	579	0	579	0	579
Supported Housing	366	(366)	0	0	0
Community Alarm	1,433	0	1,433	0	1,433
Regeneration Team Recharge	805	0	805	5	810
Other Property Costs	2,486	0	2,486	0	2,486
General Fund Recharges	6,605	0	6,605	(1,688)	4,917
Capital Financing Costs	13,215	0	13,215	(815)	12,400
Depreciation Charge	18,000	0	18,000	0	18,000
Management Fee	34,419	1,436	35,855	4,280	40,135
Total Expenditure	97,293	1,070	98,363	(2,983)	95,380
(Surplus) for the year on HRA services	(15,932)	1,070	(14,862)	(2,122)	(16,984)

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HRA Capital Programme 2017/18	2017/18 £000
Stock Investment Programme	
Internal Works	6,500
External Works	20,280
Health, Safety & Compliance	5,820
Boilers	3,500
Adaptations	1,400
Essential Structural Works	
Professional Fees	2,500
Total Stock Investment	40,000
Estate Regeneration	
High Road West Leaseholders	3,298
High Road West Homeloss and Disturbance	263
Total Estate Regeneration	3,561
Other	
Estate Watch	430
Total Other	430
Total HRA Capital Programme	43,991
Financed by:	
HRA Surplus/HRA Reserve	18,366
Major Repairs Reserve	18,000
Borrowing	7,625
Total Financing	43,991

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Appendix 5

Allocation agreed by Schools Forum

	Proposed Budget 2017-18 (£'000)	Proposed Budget 2017-18 (£'000)
Amount distributed to Primary and Secondary Schools after de-delegation and central education services (former ESG)		190,014
Support for Underperforming Ethnic Minority Group	612	
Contingency for Schools in Financial Difficulty	179	
Trade Union Facilities Time - Primary	117	
Total De-delegation		908
Attendance and Welfare Service	122	
Total central Education Services (formerly funded from ESG)		122
ESG transferred to DSG - Other Statutory and Regulatory Duties	378	
ESG transferred to DSG - Statutory Education Welfare Service	172	
Growth Fund	1,100	
School Standards	484	
LAC Placements	800	
Early Help	350	
Servicing of Schools Forum	10	
Admissions	300	
Governor Support	130	
Music & Performing Arts	168	
Support Costs	192	
CLA & MPA Licences	160	
Total Centrally Retained Elements		4,244
Total budget allocation for Schools Block		195,288
Funding for settings		
3 & 4 Year olds base rates	12,545	
3 & 4Year olds supplements	1,394	
2 Year Olds Programme	2,787	
Early Years Pupil Premium	175	
Supplementary funding for Maintained Nursery Schools (MNS)	628	
Provision for transitional withdrawal of Childcare Subsidy	700	18,229
Centrally Retained budgets		
Early Years Quality Team	441	
EH Commissioning	170	
Overheads	16	
TU Representation	18	
Contingency	400	1,045
Other		
Disability Fund	60	60
Total budget allocation for Early Years Block		19,334
Recoupment for places from EFA	2,156	
High Needs Placement Funding (Maintained)	5,210	
Local Authority Services	6,057	
Independent & Voluntary Special Schools	5,879	
High Needs Top-up Funding	14,327	
SEN Contingency	1,415	
Early Years SEN	810	
Total budget allocation for High Needs Block		35,854
Total Dedicated Schools Budget Allocation 2017/18		250,476
Funded from		Total £'000
Schools Block DSG 2017/18		195,288
EY Block DSG 2017/18		18,446
High Needs Block DSG 2017/18		35,854
Brought forward DSG		888
Total		250,476

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HARINGEY COUNCIL BUDGET PLAN TO MARCH 2018

	2016/17	Unavoidable Growth	Pre-Agreed Savings	Savings Not Achieved	Additional Savings
Expenditure	£'000	£'000	£'000	£'000	£'000
Priority 1	50,682	2,604	- 4,614	5,253	- 3,000
Priority 2	80,420	11,889	- 10,398	12,943	- 7,500
Priority 3	28,226	-	- 3,196	1,364	-
Priority 4	15,601	-	- 325	-	-
Priority 5	3,722	7,133	- 2,645	1,525	-
Enabling	76,975	5,000	- 2,985	1,112	- 8,300
Priority Total	255,626	26,626	- 24,163	22,197	- 18,800
Funding					
Core Grants	33,586				
New Homes Bonus	6,905				
Adult Social Care Grant	-				
Revenue Support Grant	50,988				
Council Tax	87,187				
Retained Business Rates	19,828				
Top Up Business Rates	55,220				
Budget Surplus / (Shortfall)	1,913				
Total Funding Available	255,627	-	-	-	-

Appendix 6

New Investments	Corporate Adjustments	Other Fund Adjustments	Savings Proposals	2017/18
£'000	£'000	£'000	£'000	£'000
878	9,612	2,546	- 2,762	61,199
-	332	3,282	- 2,411	87,893
-	2,617	1,567	- 1,685	28,894
-	904	- 304	- 503	15,373
-	154	- 675	-	9,214
3,505	- 11,335	- 8,039	- 2,798	53,135
4,382	1,621	- 1,623	- 10,159	255,708
		-2191		31,395
		- 1,193		5,712
		1,195		1,195
		- 12,398		38,590
		6,531		93,718
		2,256		22,084
		- 988		54,232
		6,869		8,782
-	-	-	-	255,708

Final Budget Scrutiny Recommendations – January 2017

Cross-Cutting Issues		Recommendation	Member Response
In the context of continuing difficult financial circumstances, and in respect of learning from the experience of the MTFS to date OSC agreed scrutiny should be locked in to the process both of monitoring budget and performance and of evaluating strategy, considering risks and setting out mitigation.		Cabinet should regularly monitor progress on achievement of savings, and report regularly on: budget, including achievement of savings, projections; risk; and mitigation.	Cabinet does regularly monitor progress on achievement of savings, and report regularly on: budget, including achievement of savings, projections; risk; and mitigation.
		Cabinet members and priority leads as appropriate should report in October 2017 to their scrutiny panels on: financial performance, risks and mitigation plans, alongside regular reporting on overall priority performance and quarterly briefings meetings for panel chairs on performance, budget and risk.	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee.
		Cabinet member for finance should then report to OSC on overall progress against budget, risks and mitigation.	Noted. Timing to be agreed.
Children & Young People Scrutiny Panel (Priority 1)			
Ref	MTFS Proposal	Recommendation	Response
1.6	Adoption and Special Guardianship Payments	That a report be submitted to the Panel in due course on the impact of the implementation of the refreshment of the payment policy	Noted. The format, timing and the appropriate level of detail to be agreed.
1.8	New Models of Care	That an update on progress with the development of the new models be submitted to a future meeting of the Panel.	Noted. The format, timing and the appropriate level of detail to be agreed.
1.9	Schools and Learning	That the effects of the loss of Education Services Grant be monitored closely and that further reports be made to the Panel in due course on	Priority Boards will continue to exercise oversight of all saving delivery plans and the outcomes from these arrangements will be set out in the

		progress with the implementation of the proposals.	regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee.
N/A	Other Comments	That serious concern be expressed at the lack of detail within the proposals in respect of risk modelling and that a further report on progress in delivering the savings and their impact upon service delivery be submitted to the Panel as soon as these became clear and before the end of 2017.	A further report on progress around delivering the savings will be submitted to the panel before the end of 2017.
Adults & Health Scrutiny Panel (Priority 2)			
Ref	MTFS Proposal	Recommendation	Response
2.3	Fees and charges review – DRE	OSC noted the concern that had been expressed by the Panel regarding the potential impact of the Disability Related Expenditure proposal and the Panel's suggestion that consideration should be given to limiting the impact by reducing the cut and by spreading the reduction out over five year, rather than three. However, in conclusion the Committee recommended that this proposal should not proceed.	<p>Although operating a percentage disregard approach facilitates a quicker process with regards to financial assessments, to further mitigate the reduction, it is planned to increase resources to offer individual assessments to those people who would find this preferable.</p> <p>Where people opt to have an individual assessment, they will be able to provide a detailed breakdown and evidence of their relevant disability related expenditure and to identify any additional areas of expenditure that are a result of their disability, age or health. It is acknowledged that this approach could result in increased requests for detailed individual assessments, hence the need to secure additional personnel as part of this approach. However, as people would have an</p>

			option for a detailed individual assessment we are actively seeking to mitigate any potential adverse effects of the proposal on the vulnerable people we support.
		That, should the proposal be taken forward, a report be made to a future meeting of the Panel on the impact of the proposed DRE changes. This should include monitoring of the Equality Impact Assessment action plan and consideration of how changes are monitored via annual care assessments. Consideration should also be given to commissioning an independent audit to ensure the impact of any change is fully understood.	Noted. The format, timing and the appropriate level of detail will be agreed.
	Fees and charges review – Transport Day Opportunities	OSC noted the Panel's concern about the timing of the Transport to Day Opportunities proposal, especially in view of the number of changes already taking place across day activities, and the suggestion that consideration be given to moving this proposal back to later in the MTFS period. However, in conclusion the Committee recommended that this proposal should not proceed.	Recommendation that this saving is retained in the proposals but that we aim to achieve it in 2018/19 rather than 2017/18, giving the service time to review feedback and further assess impact. The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Adults and Health Scrutiny Panel. However, it was agreed that more information was needed on the implications of the Transport to Day Opportunities proposal. This information reflected that there are 466 users of day opportunities, 151 of whom currently attend in-house provision and 315 of whom attend external provision. Of these, 415 are subject to charging.

			<p>A recent desktop review indicated that Haringey pay the full transport costs to and from externally delivered daycare for 32 service users although they are contributing to the cost of the day care they receive. Initial indications are that the impact of adding on the cost of transport to the day care package costs will have a very limited impact on the actual charge to the user as the cost of the overall package will be subject to the standard financial assessment, which is based on the ability to pay and not on an automatic percentage charge of the overall cost. Any increase in charges identified would therefore only be possible within the limits set out in the charging policy. These service users have not been directly affected by the transformation of council delivered day opportunities and have continued to receive services as previously.</p> <p>In addition, there are 139 service users who use transport services to attend council delivered day care. The same issues arise as for externally delivered day opportunities provision. In line with the established principle that all elements of a care package are subject to our charging policy and that this is based on financial assessment and the ability to pay, these costs are being reviewed, taking into account the changes underway within the service but always within the existing charging policy.</p>
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2.6	New Models of Care	That the Cabinet Member for Finance and Health be asked to host a Member Learning and Development session, for all Members during the first half of 2017, on New Models of Care. This should include an update on the Haringey and Islington Health and Wellbeing Boards.	Noted. The format, timing and content of the session to be agreed.
		That an update on progress with the development of New Models of Care be submitted to a future meeting of the Panel during 2017/18.	Noted. The format, timing and the appropriate level of detail to be agreed.
Environment & Community Safety Scrutiny Panel (Priority 3)			
Ref	MTFS Proposal	Recommendation	Response
3.2	Charging for Bulky Household Waste	<p>That concern be expressed at the potential for the proposal to lead to an increase in fly tipping and the achievability of the additional income specified and, in the light of this, the following take place:</p> <ul style="list-style-type: none">• A communications campaign with emphasis on the current penalty of £400 for fly tipping;• Consideration of an increase in the level of the penalty; and• Quarterly monitoring of the impact, benchmarked from the date of implementation of the proposal and, in addition, a full review after a year.	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee.
3.3	Charging for Replacement Wheelie Bins	<p>1. That there be discretion to waive the charge if there is evidence of bins being damaged during collection;</p> <p>2. That bins be made more clearly identifiable as being from Haringey;</p> <p>3. That the potential for the proposal to impact</p>	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any

		adversely on income levels be noted; and 4. That the impact on the number of replacement bins requested be monitored.	adjustments to be agreed through this process.
3.5	Flats Above Shops –Provision of bags - Service reduction	That consideration be given to posting out of bags to residents.	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.
3.7	Closure of Park View Road R&R - Service reduction	That the impact of closure be monitored closely for any impact on the level of fly tipping	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.
3.8	Veolia Operational Efficiencies	The some capacity be maintained for proactive work by the graffiti service	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee. Any adjustments to be agreed through this process.
3.1 – 3.8	Cumulative effects	That the Panel express its concern at the potential cumulative impact of the range of proposed changes to street cleansing, waste and recycling.	Noted
3.9	Rationalisation of Parking Visitor Permits	1. The age for concessionary rate be reduced from 75 to 65; and 2. That future increases in price be staged	Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the

			Overview and Scrutiny Committee. Any adjustments to be agreed through this process.
3.10	New Parking Operating Model	Recommended that this proposal should not proceed.	Agreed
		That, should the proposal be taken forward, a full report on the issue be submitted to overview and scrutiny once market testing has taken place and before a decision is taken on procurement by the Cabinet.	N/A
3.11	Relocation of Parking/CCTV processes and appeals	That concern be expressed about the proposal and that a full report on the issue, including an equalities impact assessment, be submitted to overview and scrutiny once market testing has taken place and before a decision is taken on procurement by Cabinet.	Noted. The format, timing and the appropriate level of detail to be agreed.
Housing & Regeneration Scrutiny Panel (Priorities 4 and 5)			
Ref	MTFS Proposal	Recommendation	Response
4.1	Tottenham Regeneration programme budget, savings from General Fund	Recommendation was welcomed, noting a reduction in expenditure on consultancy.	Noted
4.2	Increased planning income	Recommendation was noted, the panel welcomed an increase in income to the Council.	Noted
4.3	Savings from transfer of functions to HDV	Recommendation was noted, and the Panel's broader views on the HDV were set out in its interim report on governance arrangements.	Noted
OSC (Priority X)			
Ref	MTFS Proposal	Recommendation	Response

6.1	Legal Services - Reduction in staffing and other related expenditure	Noted that delivering the saving was contingent on a reduction in demand, and should be amber rather than green.	Agreed
6.2	Audit and Risk Management - reduction in cost on the external audit contract	Noted, with a suggestion that Corporate Committee should be invited to give a view on the audit proposals	Noted. The format, timing and the appropriate level of detail to be agreed.
6.6	Reduce Opening Hours in our six branch libraries to 36 hours per week	Recommend that this proposal not proceed.	Agreed.

MTFS Consultation Report

Overview

This is a feedback report following consultation on the 2017/18 budget and financial strategy up to 2021/22.

Background

During October and November 2016 we conducted a pre-budget engagement exercise where we asked businesses and residents about the things that are most important to them about living in Haringey. This was followed by a consultation on the 2017/18 budget and financial strategy up to 2021/22 which was conducted between Monday December 19th and Sunday January 22nd.

1. Results from the consultation

We received a total of 143 responses and the following results are based on that sample.

Q1. Which proposals do you support?

Which proposals do you support ?	Amount of people supporting proposal
Charging for bulk waste household collection	8
Sharing Services	9
Protect and Improve health	4
Helping people stay independent	5
Investment in the borough	7
Street cleaning and recycling	2
School Improvements	5
Cameras to reduce fly tipping	2
Increasing on-line services	6
Increase parking permit charges	4
Reducing cost of senior management	9
Vacating Alexandra house	3
Council tax proposal	5

Q1. Explanations and reasons for supporting specific budget proposals

- Tottenham & Wood Green Friends of the Earth wish to comment on the Clean and Safe Borough section only. We support the Sustainable Transport CO2 Parking Permit charge and would like it to be increased from the projected £400k
- Promoting more online services, as long as they are fit for purpose and you don't restrict access to the internet i.e. via libraries, for those that need it. You

also need to provide non-online alternatives for the elderly, disabled and vulnerable.

- I support sharing services with other councils and focusing on early help and prevention. Making services more accessible online is sensible, so long as: - all residents are able to access the internet easily and via a decent connection - the user interface is clear, easy to navigate and provides boxes for comments to explain circumstances that are out of the ordinary and cannot be described by ticking a box
- I support charging for bulk collections, £25 is very reasonable to remove 4 bulky items. I agree that free bulk household collection should be stopped.
- Moving council staff to make council offices fully occupied, getting rid of the print room and professional development services, which seem woefully under used. Making the translation service more cost efficient.
- The council should take another approach whereby negotiation takes place to set up citizen cooperatives to cover the short-fall in provision. This to replace the top-down hierarchical system whereby public services are outsourced to large companies
- Reduce cost to senior management-As a member of the NHS- I support any additional funds going to the Adult + Social Health care issues. Reducing central and administrative cost.

Q2. Are there any specific proposals you think we should not progress and why?

Q2-Are there any specific proposals you think we should not progress and why?	Amount of people apposing specific proposals
Increasing council tax	5
Paying for Green waste	23
Closing down recycling centre	14
Paying for wheelie bins	13
Reduce opening hours in the libraries	73
Parking Charges	6
Paying for bulky waste removal	11
Review of Osborn Grove-Do not want it to close	5
Corporate projects-transfer of functions to HDV	2
Cuts to children's Services	4

Q2. Explanations and reasons for not progressing specific proposals

- FORE" Friends of reading and Education in Haringey" We object to the decision to cut such a high proportion of library hours in the branches. They are the one public place in the community where all the priorities on page 5 of the consultation document are served. Since the closure of clubs and support groups for the elderly, disabled and children, the libraries are even more important.
- SAPL "Supporters Alexandra Park Library" We write to oppose the Council's proposal to drastically reduce the opening hours for all its branch libraries,

including Alexandra Park, from 58 to 36 hours a week, which would mean full day and/or half day closures, at an average saving of £25,000 per library.

- SAPL-We would point out that while we are grateful to the Council for currently keeping all libraries open this could be the thin end of the wedge for a very small saving. With cuts forced by this government on local councils, it is important Alexandra Park continues to be and develops as a community resource and continues to provide not just books and other reading materials, but good access to computers (used particularly by the less well off), study areas (used by local schoolchildren) and support to the more vulnerable. Activities at Alexandra Park include a toddler and baby club, play, singing and creative activities for the under 5s, a senior citizens coffee morning, a Parkinson's coffee club and a reading group.
- Green waste collection should not be stopped - not everybody has the time to compost and/ or go to the recycling centre to dispose of the waste. It will encourage more people who have cars to do the latter, adding to CO emission if cuts have to be made here, and then reduce the green collection to fortnightly.
- Charging for bulky waste and green waste disposal is just going to encourage fly-tipping. Also charging for replacement wheelie bins is going to mean people are going to steal their neighbour's wheelie bins rather than pay for a new one.
- We oppose the loss of the recycling centre at Park View Road because not many people will trek over to Western Road so we will see less recycling and more dumping; and so we would like to see a replacement facility even if it is smaller somewhere in Tottenham.
- I strongly oppose the Haringey Development Vehicle. Bitter experience shows that these 'partnerships' hold no benefit for the community and no- long-term saving / investment for the non-private member of the partnership. I do not believe that the consequences have been explained clearly to those most affected. I also believe that losing control of housing stock will lead to the further hollowing out of local communities, as people are priced out of the areas in which they were born and raised.
- Getting rid of buildings e.g. Osborne Grove. To approve the proposals for Osborne Grove, I would need more detail. The subsidy for the meal service should not be reduced. What are these new models of care? The saving cited is not believable. Do not want for Osborne grove to close down; the home is needed for the vulnerable people within the community.

Q3. Are there any changes or proposals we haven't included that you think we should consider?

Are there any changes or proposals we haven't included that you think we should consider?	Number of people
Employment and payment to consultants-cutting salaries of senior workers	7
Explore if outsourced services would be cheaper to run in-house	3
Save more by cuts on "Healthier Living" the Nov/Dec survey said among the least important.	1
A ring fence to protect libraries.	5
Raising the Council Tax payments-	3
I would welcome an open debate on Haringey's spending on private sector.	1
Increase spend on schools	2
Increase use of speed camera-make roads safer	3
Fund and support food banks-restructure capital spending for homeless(rough sleepers)	2
More thought at integrating health and social care-explore the role of the voluntary sector-how can they work together.	4
Increase commercial opportunities in Alexandra park	2
Proposal to not sell council properties	2

Q3. Are there any changes or proposals we haven't included that you think we should include

- Nothing has been proposed to make streets safer for vulnerable road users.
- A ring fence to protect libraries. Increasing spend on schools whilst reducing reading/research/learning opportunities elsewhere makes no sense
- Were some services are outsourced like Veolia the council should explore whether this is cheaper to be done in house as a tri borough. Another example is the stray dog service
- I believe that there should have been far more thought given to the integration of health and social care that is way behind other neighbouring boroughs. It will be interesting to see how this will be managed through the STP process. There is also a need for our voluntary sector and its role to be explored. Once again we do have a thriving voluntary sector as in neighbouring boroughs
- Why can't the Council increase the tax by 5% as allowed and sort out the social care issues? Ways can be found to ensure that the low paid do not carry the tax burden
- Cut worthless publications like Haringey People
- Get rid of expensive consultants, temporary high paid acting positions, wasteful I T so called improvements, rebranding logos. Bring back services in house.

Q4. We have a legal duty to test our proposals to ensure they do not have an unfair impact on different groups of people .	Number of people
The proposal to cut library hours	21

If our environment deteriorates it could affect all groups.	1
All cuts to services inevitably impact most on those on lower incomes	2
No equality in this budget - those with money will be able to replace lost council services.	2
moving too much on-line -disadvantages many	1
Social care impact will be mostly felt by Afro Caribbean, Turkish and Irish Communities.	1
Loss of recycling facility-Residents west of the borough will be better off	1
Proposals to introduce charges for waste collection will impact on the poor-Clearly an equal proposal	1

Q4. We have a legal duty to test our proposals to ensure they do not have an unfair or unequal impact on different groups of people within the community.

- Cuts to library hours will certainly have impact on low income groups, and those without home internet and/or safe places to study.
- Yes there will be an impact on children if you reduce library services, I.e. Alexandra Park Library. My children regularly go there to take books out which they wouldn't otherwise have access to. It has given them a love of reading that will help them be successful people in the future which in turn will benefit the economy and the country
- Reducing library hours will deny people with limited incomes the opportunity to access printed information and access to the internet. Valuable resource for migrants and asylum seekers.
- Loss of recycling facility in Tottenham means services will be unevenly provided with the better-off west of the borough getting better service.
- Libraries take much of the hidden strain in society, and the Library Friends' groups across the borough believe it would be a false economy, as demand for other and more expensive public services will increase as a result.
- Obviously public facilities are most used by disadvantaged citizens; therefore the cuts on public libraries might increase inequalities.

Annex 1-Diversity Information

The Information collected on diversity is used to better understand the profile and characteristics of those living and using the services provided by Haringey council

1. Aged Group

What is your age ?	What is your age
16-24	3
25-44	39
45-64	43
65+	38
Prefer not to say	9

2. Disability

Do you have any of the following conditions?	Disability
No disability	79
Blindness or Partial loss of sight	7
Learning disability	1
Physical disability	5
Mental health	9
Long term illness	9
Developmental disorder	4

3. Country of birth

What is your country of birth?	Country of Birth
United kingdom	76
New Zealand	2
Canada	1
Algeria	1
Jamaica	3
India	1
Nigeria	3
Turkey	1
Germany	1
Scotland	1
Vietnam	2
Belgium	1
U.S.A	1
Hong Kong	1
Bangladesh	1

4. What best describes your ethnicity?

What best describes your ethnic Group?	Ethnicity
English, Welsh, Scottish, N Irish, British	58
Irish	5
Gypsy or Irish Traveller	2
East European	4
White European	3
African	8
Caribbean	9
White & black Caribbean	2
White & Black African	5
White & Asian	3
Indian	3
Pakistani	2
Cypriot	1
Vietnamese	1

5. At birth, were you described as male or female?

At birth were you described as Male or Female	Male or Female
Male	38
Female	77

6. What is your religion?

Religion	What is your religion
No religion	51
Hindu	5
Muslim	3
Buddhist	3
Jewish	4
Christian	41

7. Which of the following best describes how you think of yourself?

Which of the following options describes you	Which of the following options describes how you think of yourself
Other	6
Gay or lesbian	9
Heterosexual or Straight	90
prefer not to say	18
Bisexual	4

8. Pregnancy and Maternity

Pregnancy and Maternity	Are You Pregnant ?
Yes	0
No	84
Prefer Not to Say	6

9. Have you had a baby in the last 12 months?

Pregnancy and Maternity	Have you had a baby during the last 12 months ?
Yes	1
No	84
Prefer not to say	5

10. What is your legal marital or civil partnership status?

What is your legal marital or civil partnership status?	Legal Marital/Civil Partnership Status
Never married and never registered a civil partnership	31
Married or in a civil partnership	49
Widowed or surviving partner from a civil partnership	1
Divorced or legally dissolved from a civil partnership	8
Separated but still legally married or in a civil partnership	7

11. What is your main language?

What is your main language ?	Main language
English	107
Greek	1
French	1
Portuguese	1

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Response to issues raised in public consultation, scrutiny panels and OSC

- 1.1 This report outlines the response to issues raised in the Mid Term Financial Strategy consultation and during the budget scrutiny panel process.
- 1.2 The MTFS consultation ran from Monday December 19th through to Sunday January 22nd (see the full report in Appendix 8). In January Priority budget scrutiny panels were held which fed through a number of recommendations.
- 1.3 The information below sets out responses to issues according to each priority area.
- 1.4 **Priority 1 (Children and families)**
- 1.5 Following concerns about the modelling of savings, it has been agreed that a further report on progress around delivering the savings be submitted to the panel before the end of 2017.
- 1.6 **Priority 2 (Adults and Health)**
- 1.7 Concerns were raised in the public consultation on the impact of any changes made to the Osborne Grove nursing home operating model. It is recommended that an option appraisal be carried out on how best to achieve the £672,000 savings target while maintaining nursing home provision. The first strand of this will consider whether an alternative provider would offer better quality and better value for money. The second strand will explore the feasibility of expanding capacity at Osborne Grove. The options for provision include: a continued in-house operating model, outsourcing to a care provider, the creation of a local authority trading company and the establishment of a joint venture between the council and a care provider.
- 1.8 Following concerns rose about changes in charges to Disability Related Expenditure, additional information was provided as part of the EQIA. This highlighted that, although operating a percentage disregard approach facilitates a quicker process with regards to financial assessments, to further mitigate the reduction, it is planned to increase resources to offer individual assessments to those people who would find this preferable.
- 1.9 Where people opt to have an individual assessment, they will be able to provide a detailed breakdown and evidence of their relevant disability related expenditure and to identify any additional areas of expenditure that are a result of their disability, age or health. It is acknowledged that this approach

could result in increased requests for detailed individual assessments, hence the need to secure additional personnel as part of this approach. However as people would have an option for a detailed individual assessment we are actively seeking to mitigate any potential adverse effects of the proposal on the vulnerable people we support.

- 1.10 The principle of charging for a whole package of care, rather than treating travel costs separately, was supported by the Adults and Health Scrutiny Panel. However, it was agreed that more information was needed on the implications of the Transport to Day Opportunities proposal. This information reflected that there are 466 users of day opportunities, 151 of whom currently attend in-house provision and 315 of whom attend external provision. Of these, 415 are subject to charging.
- 1.11 A recent desktop review indicated that Haringey pay the full transport costs to and from externally delivered daycare for 32 service users although they are contributing to the cost of the day care they receive. Initial indications are that the impact of adding on the cost of transport to the day care package costs will have a very limited impact on the actual charge to the user as the cost of the overall package will be subject to the standard financial assessment, which is based on the ability to pay and not on an automatic percentage charge of the overall cost. Any increase in charges identified would therefore only be possible within the limits set out in the charging policy. These service users have not been directly affected by the transformation of council delivered day opportunities and have continued to receive services as previously.
- 1.12 In addition, there are 139 service users who use transport services to attend council delivered day care. The same issues arise as for externally delivered day opportunities provision. In line with the established principle that all elements of a care package are subject to our charging policy and that this is based on financial assessment and the ability to pay, these costs are being reviewed, taking into account the changes underway within the service but always within the existing charging policy.
- 1.13 Priority 3 (Environment and Community Safety)**
- 1.14 Following concerns expressed that the introduction of a bulky waste charge will lead to an increase in flytipping, it is recommended that a publicity campaign be drawn up to provide support for the proposed changes which includes publicity on penalties associated with fly-tipping.
- 1.15 Concerns were raised about the introduction of charges for replacement wheelie bins, to address these it is recommended that there should be discretion on the charge if there is evidence of bins being damaged during

collection. Bins could also be made more clearly identifiable as being from Haringey to help prevent bin thefts from outside of the borough, and could also have labels for door numbers to help prevent theft within the borough.

- 1.16 On proposals for a service reduction in the provision of bags above shops, it is recommended that consideration be given to the posting of recycling bags for which a charge will be incurred. However it is expected that the majority of recycling bags be collected for free from public buildings such as libraries.
- 1.17 Concerns were raised on the closure of Park View Road Reuse and Recycling Centre and the potential that fly tipping would increase in the area. It is therefore recommended that a communications plan be put in place to both identify all the alternative Reuse and Recycling centres in North London and remind users of the significant penalties that would be enforced for those caught fly tipping.
- 1.18 On the Veolia operational savingst, it is recommended that some element of pro-active work be maintained by the graffiti service although this may impact on other areas in order to meet the £200,000 efficiency target. On wider concerns expressed on the cumulative impact on changes to street cleaning, waste and recycling it is recommended that a quarterly review be conducted in the first year to monitor these changes.
- 1.19 As part of the savings to rationalise parking visitor permits, it is recommended that the concessionary rate be reduced from 75 to 65 and that any future increases to the visitor permits charge be staged on a year on year basis rather than on block.
- 1.20 As part of the processes to introduce a new parking operating model and/or to relocate parking/CCTV it is recommended that a report be submitted to Overview and Scrutiny Committee once market testing has taken place and before any award decision is taken by Cabinet..

1.21 Priority X (Customer Service and libraries)

- 1.22 A significant number of people expressed concern during the consultation on proposals to reduce library hours. Those concerns are acknowledged.
- 1.23 The Council is committed to maintaining a network of nine libraries. Haringey currently has some of the longest library opening hours for branch libraries compared to other authorities (as measured and reported by CIPFA).
- 1.24 Haringey's six branch libraries are open six days a week, from 9am-7pm Mondays-Fridays and 9am-5pm on Saturdays. In addition, our three main libraries at Marcus Garvey, Wood Green and Hornsey are also open 12-4pm

on Sundays. The proposal to reduce opening hours excludes our three main libraries.

- 1.25 The proposal would allow the council to keep nine libraries, but to rationalise their opening hours aligned with times of greatest use and need. Any impact on the community and protected groups will be mitigated by maintaining the longer opening hours at the borough's three main libraries which means that all residents will be within two miles of an open library, seven days a week. Those who are housebound will be able to make use of the housebound library service.

Proposed Revenue Savings Proposals - Summary

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Responsible Officer	Type of Saving	Delivery Risk RAG
P1 - Childrens												
1.1	Service Redesign & Workforce	300	150	-	-	-	450	10,601	545	Director of Children's Services	Efficiency saving/service redesign	Amber
1.2	Early Help & Targeted Response	62	100				162	12,583	47	AD Early Help & Prevention/Head of Targeted Response and Youth Justice	New delivery model	Amber
1.3	Family Group Conferencing	200	100	-	-	-	300	30	n/a	AD Safeguarding & Social Care/Head of Quality Assurance	New delivery model	Green
1.4	Family Based Placements	100	175	-	-	-	275	12,583	147	AD Safeguarding & Social Care/Head of Children in Care	Efficiency savings	Amber
1.5	Care Leavers - Semi Independent Living	25	75	-	-	-	100	1,699	147	AD Safeguarding & Social Care/Head of Children in Care	Efficiency savings	Amber
1.6	Adoption and Special Guardianship Order payments	150	148	310	-	-	608	2,739	147	AD Safeguarding & Social Care/Head of Children in Care	Efficiency savings	Amber
1.7	Supported Housing	600					600	1,699	n/a	AD Commissioning	New delivery model	Green
1.8	New Models of Care		1,000				1,000	pooled budgets	pooled workforce	Director of Children's Services/AD Commissioning/Director of Public Health	New Delivery Model	Red
1.9	Schools & Learning (Manage loss of Education Services Grant)	1,325					1,325	2,784	166	AD Schools & Learning	Increase in income	Green
	Total	2,762	1,748	310	-	-	4,820					
P2 - Adults												
2.1	Supported Housing Review	475	500	-	-	-	975	20,715	n/a	AD Commissioning	New delivery model	Amber
2.2	Osborne Grove	-	672	-	-	-	672	757	44	AD Commissioning	New delivery model	Red
2.3	Fees and charges review	138	176	84	-	-	398	n/a	n/a	AD Adults Social Care	Increase in income	Amber
2.4	Technology Improvement	750	250	-	-	-	1,000	n/a	37	AD Commissioning	New delivery model	Amber
2.5	Market efficiencies	987	200	-	-	-	1,187	52,766	n/a	Head of Strategic Commissioning	Efficiencies / savings	Amber
2.6	New Models of Care		1,400	-	-	-	1,400	70,080	390	Director of Adults Social Care	New Delivery Model	Amber
	Total	2,350	3,198	84	-	-	5,632					
P3 - Cleaner and Safer												
3.1	Charge Green Waste - income generation	375	375				750	n/a	n/a	Waste Strategy Manager	Increase in income	Amber
3.2	Charging for Bulky Household Waste	300	100				400	n/a	n/a	Waste Strategy Manager	Increase in income	Green
3.3	Charging for Replacement Wheelie Bins	100	50				150	n/a	n/a	Waste Strategy Manager	Increase in income	Green
3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	50				100	n/a	n/a	Waste Strategy Manager	Increase in income	Green
3.5	Flats Above Shops -Provision of bags - Service reduction	120					120	n/a	n/a	Waste Strategy Manager	Stopping /Reducing service	Green
3.6	Reduce Outreach/ Education team - Service reduction	50	65				115	n/a	n/a	Waste Strategy Manager	Stopping /Reducing service	Green
3.7	Closure of Park View Road R&R - Service reduction	115	115				230	n/a	n/a	Waste Strategy Manager	Stopping /Reducing service	Green
3.8	Veolia Operational Efficiencies	200					200	n/a	n/a	Waste Strategy Manager	Efficiency savings	Green
3.9	Rationalisation of Parking Visitor Permits	125	225				350	n/a	n/a	Head of Traffic Management	Increase in income	Green
3.10	Parking Enforcement - new operating model		920				920	n/a	70	Head of Traffic Management	New delivery model	Amber
3.11	Relocation of Parking/CCTV processes and appeals		380				380	n/a	13	Head of Traffic Management	New delivery model	Amber
3.12	Move to Cashless Parking	150					150	n/a	n/a	Head of Traffic Management	Efficiency savings	Green
3.13	Move to Online Parking Permit Applications & Visitor Permits			50			50	n/a	n/a	Head of Traffic Management	Efficiency savings	Amber
3.14	Parking New IT Platform			100			100	n/a	n/a	Head of Traffic Management	Efficiency savings	Amber
3.15	Increase in CO2 Parking Permit Charge	100	300				400	n/a	n/a	Head of Traffic Management	Increase in income	Green
	Total	1,685	2,580	150	-	-	4,415					

Proposed Revenue Savings Proposals - Summary

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Responsible Officer	Type of Saving	Delivery Risk RAG
P4 - Growth & Employment												
4.1	Tottenham Regeneration programme	213					213	2,674	27	Tottenham Programme Manager	Efficiency savings	Green
4.2	Planning service - Increase in planning income	40					40	2,069	83	AD Planning	Increase in income	Green
4.3	Corporate projects - Transfer of functions to HDV	250					250	604	37	AD Corporate Projects	Efficiency savings	Red
Total		503	-	-	-	-	503					
PX - Enabling												
6.1	Legal Services - Reduction in staffing and other related expenditure			150			150	- 535	54	AD Corporate Governance	Stopping /Reducing service	Green
6.2	Audit and Risk Management - reduction in cost on the external audit contract	11				20	31	11	14	Head of Audit and Risk Management	Stopping /Reducing service	Green
6.3	Democratic Services - reduction in staffing	40					40	2,482	14	Democratic Services and Scrutiny Manager	Stopping /Reducing service	Green
6.4	Shared Service Centre Business Support - reduction in staffing	300					300	2,300	83	Head of Business Support	New delivery model	Green
6.5	Shared Service Centre - new delivery model for shared services		250	1,500	1,500		3,250	9,025	336	AD Shared Service Centre	New delivery model	Amber
6.6	Reduce Opening Hours in our six branch libraries to 36 hours per week	150					150	3,475	95	AD Customer Services/Head of Libraries and Customer Services	Stopping /Reducing service	Amber
6.7	Shared Service Offer for Customer Services			1,000			1,000	6,473	170	AD Customer Services/Head of Digital Contacts	New delivery model	Amber
6.8	Senior Management Savings	400					400	2,500	50	AD Transformation & Resources	New delivery model	Green
6.9	Alexandra House - Decant		250	750			1,000	n/a	n/a	AD Transformation & Resources	Efficiency savings	Amber
6.10	Translation and Interpreting Service - new contract	41					41	1,364	22	AD Communications	Efficiency savings	Green
6.11	Closure of internal Print Room	-	51				51	1,364	22	AD Communications	Efficiency savings	Green
6.12	Communications - reduction in staffing	53					53	1,364	22	AD Communications	Efficiency savings	Green
6.13	Income generation – Advertising and Sponsorship	15					15	1,364	22	AD Communications	Increase in income	Green
6.14	Professional Development Centre	136					136	157	n/a	AD Corporate Property	Stopping /Reducing service	Green
6.15	Insurance	152					152	2,327	n/a	Risk and Insurance Manager	Efficiency savings	Green
6.16	Voluntary Severance Savings	1,500					1,500	n/a	tbc	AD Transformation & Resources	Efficiency savings	Green
Total		2,798	551	3,400	1,500	20	8,269					
Grand Total		10,098	8,077	3,944	1,500	20	23,639					

Corporate Priority 1

Enable every child to have the best start in life, with high quality Education

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
1.1	Service Redesign and Workforce	300	150	-	-	-	450	10,601	545	Amber
1.2	Early Help & Targeted Response	62	100				162	12,583	47	Amber
1.3	Family Group Conferencing	200	100	-	-	-	300	30	n/a	Green
1.4	Family Based Placements	100	175	-	-	-	275	12,583	147	Amber
1.5	Care Leavers - Semi Independent Living	25	75	-	-	-	100	1,699	147	Amber
1.6	Adoption and Special Guardianship Order payments	150	148	310	-	-	608	2,739	147	Amber
1.7	Supported Housing Review	600					600	1,699	n/a	Green
1.8	New Models of Care		1,000				1,000	pooled budgets	pooled workforce	Red
1.9	Schools & Learning (Manage loss of Education Services Grant)	1,325					1,325	2,784	166	Green
	Total	2,762	1,748	310	-	-	4,820			

Children's Services - Service Redesign and Workforce

Priority	1
Current Service Area	Children's Services
Responsible Officer:	Director of Children's Services
Reference:	Children's Services - Service Redesign and Workforce
Type of saving:	Efficiency saving/service redesign
Version:	1.0

Impact on Residents	Outcomes
In relation to the contact service this will impact on parents and carers in need of using the service.	More responsive service which will contribute to a more timely service for this cohort
In relation to the Independent Reviewing Service this will impact on the looked after children cohorts	A greater level of independence from the service should ensure better outcomes for looked after children
In relation to the front door assessment proposal, this should impact on families accessing social care services	Ensuring that only those families in need of social care services are in receipt of them, rather than engaging with families that do not meet the threshold for intervention.

PROPOSAL
<p>Proposal: A number of pieces of work are included within this proposal which together contribute to savings across the workforce. This includes:</p> <p>Contact Service Reconfiguration of the service based around typical contact need (sessional evening & weekend) in order to reduce the cost of contact per hour, alongside the introduction of a rota system which enables a reduction of</p> <p>Independent Reviewing Officers This function is currently provided in-house and could be externally commissioned to yield savings. This would also enable a much greater level of independent challenge, supporting the delivery of better outcomes for our looked after children. This proposal will also enable a greater level of accountability across this function which would be set out within the procurement and contract process.</p> <p>Reduction in Agency Spend Actively reduce the levels of agency by converting posts to permanent staff alongside developing a strong retention strategy to ensure this is a sustainable proposal.</p> <p>Service Redesign It is proposed that we redesign our services, as a consequence of managing demand into social care, which will enable the service to appropriately reduce the workforce to better meet need.</p> <p>This proposal will be delivered by ensuring that only those that require social care services are assessed, based upon the Thresholds of Need partnership document.</p> <p>Those that are provided with support will receive it in a more timely and effective way, through the implementation of new practice tools which strengthen our work with families. This will also enable cases to be progressed</p>

SUMMARY			
		Financial Data £000	Workforce Data
Base Data			
Current budget		10,601	Employees 545
Savings/Invest		£000	Change in employees
	Year 1	300	Year 1 10
	Year 2	150	Year 2 30
	Year 3	0	Year 3
	Year 4	0	Year 4
	Year 5	0	Year 5
	Total	450	Total 40

Rationale

Contact Service

At present the service delivers contact across the year at £81 per hour. However contact is typically required after school, during the evenings or at weekends and there is an opportunity to reduce the hourly unit cost by reconfiguring the service so that workforce availability is matched to service need

Independent Reviewing Officers

This is a statutory requirement and a number of other local authorities have externally commissioned the service to release workforce savings. Some initial analysis has indicated that a new delivery model could provide a £100k saving.

Reduction in Agency Spend

Although there have been some success in efforts to reduce the number of agency by recruiting permanent staff over 16/17, there is a need to continue this work in order to build a robust and sustainable workforce whilst releasing savings across 17/18.

Service Redesign

By more effectively managing demand, a reduction in the workforce could be delivered which would better meet need. This would mean that by ensuring that only those that require social care services are assessed, practitioners can more effectively focus upon families who need a service. Those that are provided with support will receive it in a more timely way, through the implementation of new practice tools which strengthen and support our work with families. This will also enable cases to be progressed through the system more efficiently.

Key benefits - financial and non-financial

Contact Service

Financial: £80k

Non-Financial: More flexible pool of resources for this function based upon need.

Independent Reviewing Officers

Financial: 100k

Non-Financial: Increased levels of independence and scrutiny as well a more flexible pool of resources

Reduction in Agency Spend

Financial: £120k

Non-Financial: More sustainable and robust workforce

Front Door Assessments

Financial: £150k

Non-Financial: Increase the timeliness of assessments and permanency planning

Internal dependencies and external constraints

- Commissioning and Procurement dependencies related to the IRO service
- Implementation of the Recruitment and Retention Strategy
- Market dependencies: Availability of permanent staff

Procurement strategy:

Yes - this saving includes a reduction of staff

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300	150	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated	0	0			
Net Impact Cost/(Savings)	300	150			0
Cumulative Cost/(Savings)	300	450	450	450	450
Payback Period: Not applicable					

Early Help & Targeted Response

Priority	1
Current Service Area	Early Help & Targeted Response
Responsible Officer:	AD Early Help & Prevention/Head of Targeted Response and Youth Justice
Reference:	Early Help
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>Through the implementation and delivery of the Targeted Response offer as part of the Early Help model it is anticipated that escalation in the number of Looked After Children would be prevented and the associated saving delivered. This will be as a consequence of enabling supporting families to remain together where possible.</p> <p>This work would also contribute to the prevention of further escalation of the number of looked after children, by providing the right support at an earlier point.</p> <p>This will include:</p> <ul style="list-style-type: none"> - Direct work with children and parents, - Improving school / home relationships and behaviour management approaches, - Supporting positive parental attitudes & behaviours as well as a range of other services which support assessment and decision making.
<p>Rationale:</p> <p>We believe that children are best supported in strong and resilient families and want to promote this by offering a range of early help and targeted support services to enable families to do this where possible. This will decrease the demand for social care intervention, specifically for looked after children, whilst providing better outcomes for children and their families.</p>

<p>Benefits:</p> <p>Financial: £162k</p> <p>Non-Financial: A reduction in children needing to become looked after.</p>

<p>Procurement strategy:</p> <p>n/a</p>
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Impact on Residents	Outcomes
Fewer Children and Young People in Care	Improve lives of children and young people

SUMMARY				
		Financial Data	Workforce Data	
Base Data		£000		
Current budget		12,583	Employees	47
Savings/Invest		£000	Change in employees	
	Year 1	62	Year 1	n/a
	Year 2	100	Year 2	n/a
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	162	Total	0

<p>Internal dependencies and external constraints:</p> <p>none</p>

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	62	100			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	62	100			
Cumulative Cost/(Savings)	62	162	162	162	162
Payback Period: Not applicable					

Family Group Conferencing

Priority	1
Current Service Area	Looked After Children
Responsible Officer:	AD Safeguarding & Social Care/Head of Quality Assurance
Reference:	Family Group Conferencing
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>This proposal relates to increasing the use of Family Group Conferences (FGC), to support those children who have just become looked after by the council or are on the edge of care, so that they can safely be returned home or remain with their families.</p> <p>This will enable better outcomes for families and also reduce the cost of placements.</p>
<p>Rationale:</p> <p>Haringey Council continues to experience high demand for statutory services, including a persistently high number of children and young people becoming Looked After. Whilst decision-making and application of thresholds have both been strengthened over the past 18 months, any further net reductions in Looked After Children (LAC) will require different forms of intervention with families before a child is accommodated.</p> <p>Family Group Conferencing is an internationally recognised evidence-based intervention, which originated in New Zealand, and has shown good results in diverting of children from coming from care and reduction in dependency on specialist services, by increasing family capacity to make decisions and increased resilience.</p>

Impact on Residents	Outcomes
Fewer Children and Young People in Care	Improve lives of children and young people

SUMMARY			
Base Data	Financial Data £000		Workforce Data
Current budget	30	Employees	n/a
Savings/Invest	£000	Change in employees	
Year 1	200	Year 1	n/a
Year 2	100	Year 2	n/a
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	300	Total	0

Key benefits:

Phase 1 of this project delivers on the cross-cutting theme of Value for Money, by replacing the commissioned service with a new, tested provider.

Phase 2 is expected to have an immediate, measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers.

Phase 3: is expected to have medium term (2017/18), measurable impact on reducing the length of time a proportion of children and young people remain in care who are currently represented in the social care Looked After Children numbers. It will achieve this through three measurable benefits

- Decrease the number of children coming into care, with a focus on 15-17 age group
- Increase the number of children/young people returned home
- Reduce the number of short term placements (1week – 6months)

Phase 4 is expected to extend the outcomes from Phase 3 with further positive impacts on the number and duration of cases within other parts of the Children's Social Care system, such as subject to Child in Need or Child Protection plans, and Care Leavers. It achieves this through delivering on two key cross-cutting themes from the Corporate Plan:

- Prevention and early intervention – supporting families to solve their problems before they become too entrenched and to reduce their need for statutory services.
- Working together with our communities – the Family Group conferences model supports wider Council efforts to build family and community resilience by giving a child's wider network a central role in co-producing positive outcomes for the child.
- Providing better outcomes for young people within the criminal justice system

Internal dependencies and external constraints:

Dependent on having an appropriate Looked After Children cohort who would benefit from Family Group Conferences

Procurement strategy:

By May 2017 award a block contract for a Family Group Conferences supplier.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated	330	160	0	0	0
Reduced benefits due to					
Additional Cost Estimated	130	60	0	0	0
Net Impact Cost/(Savings)	200	100	0	0	0
Cumulative Cost/(Savings)	200	300	300	300	300
Payback Period: 1 years					

Family Based Placements

Priority	1
Current Service Area	Looked After Children
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Family Based Placements
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>By increasing the range and type of in-house foster carers, alongside strengthening our Independent Fostering Agency arrangements, young people will be enabled to remain more locally, in appropriate family based placements which better meet their needs and achieve improved outcomes.</p> <p>An initial review had indicated that there are a small number of children currently in residential placements where we could deliver care closer to home, which would also be better value for money.</p> <p>This will mean that children and young people are provided with placements that better meet their needs as part of our ambition to deliver high quality care for our Looked After Children.</p> <p>Rationale: Analysis has indicated that by offering more family based placements, savings could be achieved, with a focus on those children who would most benefit from being appropriately stepped down into in-house foster care or Independent Fostering Agency.</p>

<p>Benefits:</p> <p>Financial: £275k</p> <p>Outcome: Will better meet the needs of Looked After Children more locally</p>
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<p>Procurement strategy:</p> <p>A commissioning exercise would need to be undertaken with an Independent Fostering Agency.</p>

Impact on Residents	Outcomes
Looked After Children cohort positively impacted via more appropriate care offer	Better permanency outcomes for Looked After Children

SUMMARY				
		Financial Data		Workforce Data
Base Data		£000		
Current budget		12,583	Employees	147
Savings/Invest		£000	Change in employees	
	Year 1	100	Year 1	n/a
	Year 2	175	Year 2	n/a
	Year 3	0	Year 3	
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	275	Total	0

<p>Internal dependencies and external constraints:</p> <p>This saving is dependent on the availability of appropriate foster carers and Independent Fostering Agency. arrangements</p>

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	175	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	100	175	0	0	0
Cumulative Cost/(Savings)	100	275	275	275	275
Payback Period: not applicable					

Care Leavers: Semi-Independent Living

Priority	1
Current Service Area	Care Leavers
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Care Leavers: Semi-Independent Living
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal: Review the current Semi Independent Living cohort and where appropriate, consider easing the transition to financial independence more efficiently, where care leavers have successfully been supported to live independently. This provision of support would remain in line with statistical neighbours and aligned with the Supporting Housing proposal.</p>
<p>Rationale: The Leaving Care Service has a function to support the transition of living independently for care leavers. Analysis has suggested that an indepth review would identify cases where payments could be ceased and clarify for future.</p>

<p>Benefits: Financial: £100k</p>
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<p>Procurement strategy: N/A</p>

Impact on Residents	Outcomes
Reducing dependence; building financial independence; careleavers living as other young people in the community but with support.	Improved independence for care leavers; better tenancy sustainment; higher employment rates for vulnerable young people.

SUMMARY				
		Financial Data		
		£000	Workforce Data	
Base Data				
Current budget		1,699	Employees	147
Savings/Invest (up to)		£000	Change in employees	
Year 1	25	Year 1	n/a	
Year 2	75	Year 2	n/a	
Year 3	0	Year 3		
Year 4	0	Year 4		
Year 5	0	Year 5		
Total	100	Total	0	

<p>Internal dependencies and external constraints: None</p>
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Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated	25	75			
Reduced benefits due to					
Additional Cost Estimated					
Net Impact Cost/(Savings)	25	75	0	0	0
Cumulative Cost/(Savings)	25	100	100	100	100
Payback Period: Not applicable					

Adoption and Special Guardianship Order Payments

Priority	1
Current Service Area	Permanency
Responsible Officer:	AD Safeguarding & Social Care/Head of Children in Care
Reference:	Adoption and Special Guardianship Order Payments
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal: The proposal is based upon a review of support provision across adoption and Special Guardianship Orders, with a view to bringing the council in line with comparator boroughs and achieve savings through changes in the policy in three areas:</p> <p>Payments for Adoptive Parents (£298k) To refresh the payment policy for adoptive parents in order to reduce the spend in this area by limiting the length of time financial support is provided.</p> <p>Special Guardianship Order Payments (£250k) To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making this by exception rather than a standard practice</p> <p>Adoption Transport Allowances (£60k) To review and refresh the adoption transport allowance in order to reduce spend in this area.</p> <p>Rationale: Payments for Adoptive Parents Whilst it is common practice for support to be offered to adoptive parents this should be provided as an outcome of decisions following the financial capacity assessment. It is thought that by refreshing the policy and implementing it from April 2017, it is possible to reduce payments by having a clear process to follow which includes provision of assessed and time limited financial support.</p> <p>Special Guardianship Order Payments To refresh the payment policy for Special Guardianship Order payments in order to reduce spend in this area by making bringing payments in line with other local authorities. Initial analysis indicates that savings could be yielded by implementing these changes going forward but it would be highly challenging to do this retrospectively.</p> <p>Adoption Transport Allowances There is a need to review the transport payment offer for adoption as there are currently significant transport payments being made. Early analysis indicates that there could be a monthly saving once this expenditure is brought into line.</p>

<p>Benefits: Financial: £608k</p>
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<p>Procurement strategy: n/a</p>

Impact on Residents	Outcomes
Financial implications for Adopters and guardians	Increased equitability of support

SUMMARY				
		Financial Data	Workforce Data	
Base Data		£000		
Current budget		2,739	Employees	147
Savings/Invest		£000	Change in employees	
(up to)	Year 1	150	Year 1	n/a
	Year 2	148	Year 2	n/a
	Year 3	310	Year 3	n/a
	Year 4	0	Year 4	
	Year 5	0	Year 5	
	Total	608	Total	0

<p>Internal dependencies and external constraints: This saving is based upon implementation of policy changes</p>
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Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150	148	310	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	150	148	310	0	0
Cumulative Cost/(Savings)	150	298	608	608	608
Payback Period: Not applicable					

Supported Housing Review

Priority	1
Current Service Area	Supported Housing Review
Responsible Officer:	AD Commissioning
Reference:	Supported Housing Review
Type of saving:	New delivery model
Version:	1.0

PROPOSAL	
Proposal	<p>To bring together the resources of housing-related support (HRS) and the Children's and Young People's service for homeless young people & care leavers. This will create a coherent pathway of services for these groups, focused on addressing risk and vulnerability, tenancy preparation & breaking the cycle of homelessness. The saving will be possible through the recommissioning of services in 2017, yielding a saving in 2018/19.</p>
Rationale	<p>Through a review of supported housing, it has become clear that resources are not currently being optimised. The current service provision and existing pathway is due to be recommissioned in 2017 and there are opportunities to streamline our approach across the Council.</p> <p>There are currently 55 units in the Housing Related Support pathway and an additional 94 semi-independent placements commissioned separately by Council at an annual total cost of around £1.6m.</p> <p>A remodelled pathway with 150 units of varied levels and types of supported housing, with provision for vulnerable and high risk groups, is estimated to have an annual value of £1m.</p>

Impact on Residents	Outcomes
Greater choice	Improved tenancy sustainment for vulnerable young people.
Maximising independence	Strengthened independent living skills for vulnerable young people.
Reduced admin	Simpler access to streamlined pathway of responsive support for young people.

SUMMARY			
		Financial Data	Workforce Data
Base Data		£000	
Current budget		1,699	Employees n/a
Savings/Invest		£000	Change in employees
	Year 1	600	Year 1 n/a
	Year 2		Year 2
	Year 3		Year 3
	Year 4		Year 4
	Year 5		Year 5
	Total	600	Total 0

Key benefits:**Financial:**

Modelling assumptions project approximately £600k savings would be made by commissioning an integrated pathway. There will still be provision for those young people who need to be placed outside the pathway for reasons of safety, vulnerability or accessibility.

Non-financial:

maximising opportunities for tenancy preparation to reduce eviction and abandonment of social lettings in future, break the cycle of future homelessness, addressing challenging behaviour, gang affiliation and Violence Against Women and Girls, an integrated pathway has an opportunity to target specialist support to those who need and create environments that are both nurturing and empowering for young people. Adopting a pathway planning needs assessment and support planning process would reduce administration for professionals and young people by adopting one key document for measuring progress and achievements of goals rather than two, giving more time for face to face work between young people and professionals.

Internal dependencies and external constraints

To achieve an integrated pathway, the Housing Related Services Commissioning team would need to be restructured into the social care commissioning team as quickly as possible to ensure expertise & experience on both sides was well utilised.

Buildings would be required as part of the tender process for the pathway - it is expected that these would be offered by providers as part of the tender process for the most part.

Procurement strategy:

Current contracts expire in 2017, a contract extension would need to be issued to ensure continued availability whilst a new model is defined and commissioning arrangements made. It is expected that the new Pathway would be in place in full by April 2018.

Delivery model will take a pathway style, adapted from the one in place in Camden but building on learning from that model to reduce administration and bureaucracy.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	600				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	600	0	0	0	0
Cumulative Cost/(Savings)	600	600	600	600	600
Payback Period: n/a					

New Models of Care

Priority	1
Current Service Area	Children's Social Care and Health
Responsible Officer:	Director of Children's Services/AD Commissioning/Director of Public Health
Reference:	New Models of Care
Type of saving:	New Delivery Model
Version:	1.0

PROPOSAL	
Proposal:	There are potentially further savings achievable across Priority 1 through partnerships and joint working including: integration with Haringey CCG, development of an Accountable Care Partnership with Islington Council and both Haringey and Islington CCGs, transformation across North Central London cluster, and shared services with other authorities.
	These savings have not yet been quantified but we anticipate joint working will add at least £1m by 18/19 to the achievement of savings targets for P1.
Rationale:	In the context of the MTFs, it is important that services explore opportunities to work together to improve service offer through integration and Value for Money.

Benefits:
Financial: £1m

Procurement strategy:
N/A

Impact on Residents	Outcomes
More efficient pathways for accessing care	More efficient pathways for accessing care

SUMMARY					
Base Data		Financial Data	Workforce Data		
		£000			
Current budget		pooled budgets	Employees	pooled workforce	
Savings/Invest		£000	Change in employees		
(up to)			Year 1		
	Year 2	1,000	Year 2		tbc
	Year 3	0	Year 3		
	Year 4	0	Year 4		
	Year 5	0	Year 5		
	Total	1,000	Total		0

Internal dependencies and external constraints:
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Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		1000			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	1000			
Cumulative Cost/(Savings)	0	1000	1000	1000	1000
Payback Period: n/a					

Schools & Learning (manage loss of Education Services Grant)

Priority	1
Current Service Area	Schools and Learning
Responsible Officer:	AD Schools & Learning
Reference:	Schools & Learning (manage loss of Education Services Grant)
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>The Education Services Grant (ESG) of £2.784m is ceasing. This proposal sets out the four expenditure budgets amounting to £1.325m within the Priority 1 General Fund that can feasibly be reduced, either by funding expenditure from the Dedicated Schools Grant, increasing trading or discontinuing the service.</p>
<p>Rationale:</p> <p>The ESG is a non-specific grant but is deemed to underpin three operational budgets in Schools and Learning and a range of corporate overheads covering statutory and regulatory duties. Some of the ESG, £550k, will transfer into the Dedicated Schools Grant (DSG) and can be used to fund the Council's continuing statutory duties; in addition changes to the Schools and Early Years Finance Regulations will allow School Forums to de-delegate DSG from maintained. There are also national changes in early years DSG funding that will limit budgets that can be retained centrally. The proposed transfer to the DSG and consequent savings to the General Fund are summarised below.</p> <ol style="list-style-type: none"> 1. The increase of £550k in the DSG to be retained as a contribution to the cost of statutory and regulatory services. 2. Early Years (£274k) - will be considered as part of the reprioritisation and redesign of centrally retained early years services. 3. Forum's permission will be sought to de-delegate a budget for new redundancy costs in maintained schools (£178k). 4. Permission will also be sought to de-delegate a budget for the Education Welfare Service (£324k). <p>The only possible additional measures should de-delegation from Schools Forum be insufficient or unsuccessful are increased trading or ceasing activities. There is very limited scope for increased trading in Early Years in particular.</p>

Benefits:

Procurement strategy:
n/a

Impact on Residents	Outcomes
None	

SUMMARY					
		Financial Data	Workforce Data		
Base Data		£000			
Current budget		2,784	Employees	166	
Savings/Invest		£000	Change in employees		
(up to)	Year 1	1,325	Year 1	tbc	
	Year 2	0	Year 2		
	Year 3	0	Year 3		
	Year 4	0	Year 4		
	Year 5	0	Year 5		
Total		1,325	Total	0	

Internal dependencies and external constraints:
Dependent on Schools Forum making a decision on a preferred model

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	1325				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	1325				
Cumulative Cost/(Savings)	1325	1325	1325	1325	1325
Payback Period: n/a					

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Corporate Priority 2

Empower all adults to live healthy, long and fulfilling lives

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
2.1	Supported Housing Review	475	500	-	-	-	975	20,715	n/a	Amber
2.2	Osborne Grove	-	672	-	-	-	672	757	44	Red
2.3	Fees and charges review	199	115	84	-	-	398	n/a	n/a	Amber
2.4	Technology Improvement	750	250	-	-	-	1,000	n/a	37	Amber
2.5	Market efficiencies	987	200	-	-	-	1,187	52,766	n/a	Amber
2.6	New Models of Care		1,400	-	-	-	1,400	70,080	390	Amber
	Total	2,411	3,137	84	-	-	5,632			

Supported Housing Review

Priority	2 & 5
Current Service Area	Supported Housing Commissioning
Responsible Officer:	AD Commissioning
Reference:	Supported Housing Review
Type of saving:	New Delivery Model
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>Supported Housing stock in the borough is not currently used for users with moderate needs in a way which moves people through levels of support and maximises their independence. The proposal is to move users with moderate needs, where appropriate, into independent tenancies with support and to free up to 29 supported housing units for people with high level care needs who might otherwise require residential care.</p>
<p>Rationale:</p> <p>As part of the Supported Housing review project it has become clear that supported housing resources are not being maximised. There are currently 58 units of housing-related support accommodation for people with learning disabilities. It is estimated that about 50% of the people living in this supported housing type have lower support needs and minimal, if any, social services involvement.</p> <p>If those who are able to manage living more independently were supported into their own tenancies via a proposed Keyring scheme (independent tenancies in a cluster with a community support worker), 29 suitable properties would become available for people moving on from residential care. The remaining 29 properties are recommended to remain as a preventative supported housing service for people with mild to moderate learning disabilities who are unable to live independently or with parents/carers.</p>

Impact on Residents	Outcomes
Maximising independence	Better use of Council resources
Greater choice for service users	Support responsive to user needs

SUMMARY			
Base Data	Financial Data		Workforce Data
	£000		
Current budget	20,715	Employees	n/a
Savings/Invest	£000	Change in employees	
Year 1	£475	Year 1	n/a
Year 2	£500	Year 2	n/a
Year 3	£0	Year 3	
Year 4	£0	Year 4	
Year 5	£0	Year 5	
Total	975	Total	0

Key benefits - financial and non-financial**Financial:**

If existing Housing Related Support units were available for supported living accommodation for people moving out of residential care, an estimated annual saving of £34k per person could be made based on average weekly unit costs and the assumption that a rationalised Housing Related Support contribution of £150 pppw would continue in all units (Housing Related Support contribution of £7,800 per annum has not been added to the estimated annual saving although it would save a further £225k against current ASC spend over the 2 years if considered separately).

A phased transition process, re-purposing 29 units and transitioning 29 people over two years would create savings in Year One of £475k and in Year Two of £500k.

Non-financial:

Maximising independence and autonomy for adults with learning disabilities who are living either in residential care or other types of supported housing. This would rebalance preventative supported housing for this client group with the understanding of the need to support people in settings with the most appropriate level of support, enabling them to transition from residential care and higher levels of support where possible.

Procurement strategy

No procurement strategy is needed, contracts exist between providers and the council already for accommodation based services for people with learning disabilities. There is a question of how the commissioning of services will change moving forward once budgets are fully integrated.

A strategy will be required for moving on those people currently in supported housing units who are able to move into more independent living through the Keyring scheme.

Internal dependencies and external constraints**Dependencies:**

The proposal would require sufficient lead-in time to support those in current Housing Related Support provision to move into more independent tenancies. The council needs to make a decision about offering some of those affected social lettings to speed up the process and also to ensure that moving those affected does not result in tenancy failures and additional costs.

It may be necessary to make changes to rooms to accommodate particular needs, this may incur additional capital costs but the amount is unclear until individuals are identified.

Additionally, the Housing Related Support Commissioning Team will need to be restructured as part of the change in commissioning and Budgetary responsibility. This process could run concurrently.

Constraints:

It is possible that Housing Related Support providers will not consent to this proposal. However, initial conversations with two of four providers have been positive and 3 of the 4 providers are already adult social care providers, so are equipped and engaged in the supported living market.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	475	500	0	0	0
Reduced benefits due to lead-on time (if applicable)	0	0			
Additional Cost Estimated	0	0			
Net Impact Cost/(Savings)	475	500	0	0	0
Cumulative Cost/(Savings)	475	975	975	975	975
Payback Period: N/A					

Osborne Grove

Priority	2
Current Service Area	Prevention Services - Residential Nursing Home
Responsbile Officer:	AD Commissioning
Reference:	Osborne Grove
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>Currently the weekly cost per bed at Osborne Grove is £1,214 which is higher than the average market rate of nursing care at £824/week. There is significant demand for nursing care and limited capacity in Haringey and locally. This has prompted consideration of whether the Osborne Grove site could deliver extra capacity. The site overall has been assessed as underused and offering potential for expansion either to create more nursing beds or extra care sheltered units, both of which are needed locally.</p> <p>Given the good location and condition of the site, an opportunity lies in making better use of both of the day centre and car park, for example through: leasing out the space to an independent provider; converting the space into supported living accommodation; building additional nursing care, extra care or supported living accommodation across the site.</p> <p>An options appraisal is underway to maximise the number of units which can be offered from the site, to reduce unit costs and to maintain care in a sustainable way. In each of the options, the current nursing care capacity of 32 beds would be maintained. Any additional capacity created would either be of nursing beds or extra care sheltered housing units, which could include shared or outright ownership models. Options range from procuring an alternative provider to develop out the site and/or to provide care to maintaining the current model and capacity.</p>
<p>Rationale:</p> <p>Modelling suggests that:</p> <ol style="list-style-type: none"> 1. Cashable savings are derived from the difference between the current cost of the service (£1,214/person per week) to fixing this cost to the market rate (£824 is assumed) with additional savings potential from 19/20 if rent is charged; 2. The potential income that could be generated from each of these strategies ranges from £30K -£100K / annum. <p>There are a variety of potential options to be explored within this broad proposal and an options appraisal is underway. The range of savings associated with different options are £0 to £672k.</p>

Impact on Residents	Outcomes
Continuity of provision	Best use of Council's assets to support scarce nursing provision in the borough
Local provision	Residents better able to remain connected with their local communities; families closer to provision

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	757	Employees	44
Savings/Invest	£000	Change in employees	
Year 1	0	Year 1	n/a
Year 2	672	Year 2	
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	672	Total	0

Key benefits - financial and non-financial

Local Provision.
 Continuity for residents.
 Market prices for in-house provision.
 Making best use of Council assets.

Internal dependencies and external constraints

Depending on options analysis, may require consultation and member decision.

Procurement strategy:

This will depend on the outcome of the options appraisal.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		672	0	0	0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	672	0	0	0
Cumulative Cost/(Savings)	0	672	672	672	672
Payback Period: n/a					

Fees and Charges Review

Priority	2
Current Service Area	Packages of Care and Direct Provision
Responsbile Officer:	AD Adults Social Care
Reference:	Fees and Charges Review
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<p>Proposal: To amend fees and charges to bring them into line with other London boroughs and to enable cost recovery where possible and appropriate.</p>
<p>Rationale: Savings opportunities are: -Disability Related Expenditure (£328k), Haringey currently operates a 65% (£35.82) disregard and this policy has stayed the same since 2004. Other authorities have reduced the DRE and the range is from a flat rate of £10.00 to a rate of 35% (£19.00). Haringey is proposing to operate a DRE of £40%, (£22.04) by 2019/20 (ie 55% (£30.31 per week) saving an estimated £129k in 2017/18, 45% (£24.80 per week) saving an estimated £244k in 2018/19. -Transport to day opportunities (£61k) charging users, who have been assessed as having the ability to pay, for the full cost of transport as part of the charge for the overall package of care. -Self-funders administration fee (£9k). We currently manage care provision for 64 full-cost service users (those deemed to have enough disposable income to full pay for their own care) and do not charge. The proposal is to implement an administration fee.</p>

Impact on Residents	Outcomes
Higher charges for some clients	Maximising funding available for adult social care services

SUMMARY			
Base Data	Financial Data £000		Workforce Data
Current budget	n/a	Employees	n/a
Savings/Invest	£000	Change in employees	
Year 1	199	Year 1	n/a
Year 2	115	Year 2	n/a
Year 3	84	Year 3	n/a
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	398	Total	0

Key benefits:
Financial Savings

Procurement strategy:
None

Internal dependencies and external constraints:
May need consultation

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	£199	£115	£84	£0	£0
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	£199	£115	£84	£0	£0
Cumulative Cost/(Savings)	£199	£314	£398	£398	£398
Payback Period: n/a					

Technology Improvement

Priority	2
Current Service Area	Adult Social Care / Commissioning
Responsbile Officer:	AD Commissioning
Reference:	Technology Improvement
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Maximising independence	New service model to reduce costs and provide better care
Greater access to support in the community	Signposting residents to most appropriate sources of care

PROPOSAL - STRATEGIC CASE
<p>Proposal: Using technology to maximise independence, including a particular focus on utilising Assistive Technology (AT) and online information to signpost and enable residents to self-assess.</p>
<p>Rationale: <u>1. Assistive Technology (AT)</u> Advances in AT can be used to improve the individual's quality of life, at the same time reducing the costs to Haringey. Areas being considered are: 1) AT that can assist in helping someone with dementia living at home for longer than they currently are - this reduces reliance on residential care. 2) Reduction in home care hours where assessments indicate that AT can be beneficial for the service user, including reduction in double up care. 3) Exploration of using AT to replace sleep in or waking night staff in Supported Living accommodation</p> <p><u>2. Online information and self-assessment</u> Developing a more accesible and comprehensive online information and advice offer will help to signpost to support in the community and reduce the number of contacts coming through to adult social care. An easy to use self-assessment tool will ensure that users are signposted to community support where appropriate, and unnecessay assessments are reduced. Cost-benefit analysis of this approach in other LAs shows significant savings can be made.</p>

SUMMARY			
		Financial Data	Workforce Data
Base Data		£000	
Current budget		n/a	Employees 37
Savings/Invest		£000	Change in employees
Year 1		750	Year 1 n/a
Year 2		250	Year 2 n/a
Year 3		0	Year 3
Year 4		0	Year 4
Year 5		0	Year 5
Total		1,000	Total 0

BENEFITS CASE						
<p>Key benefits:</p> <p>Financial - Work elsewhere has indicated that AT can create savings for the authority, both around costs for exising service users and also those that are new to the service. The anticipated annual savings are calculated at being £800k in respect of older persons, and £200k in respect of working age adults. Cost-benefit analysis in Plymouth against online information and self-assessment has shown savings from reduced contacts. A robust business case specific to Haringey is being developed.</p> <p>Non-Financial - The use of AT and online information and assessment promotes independence and improves quality of life. These activities enable residents to find support in the community and to remain in their home, deferring moves into Residential Care or receiving other packages of support when they are not necessary.</p>	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	Benefits Estimated (Savings)	750	250	0	0	0
	Reduced benefits due to lead-on time (if applicable)					
	Additional Cost Estimated					
	Net Impact Cost/(Savings)	£750	£250	£0	£0	£0
	Cumulative Cost/(Savings)	£750	£1,000	£1,000	£1,000	£1,000
	Payback Period: N/A					

Market Efficiencies

Priority	2
Current Service Area	Adult Social Care / Commissioning
Responsbile Officer:	Head of Strategic Commissioning
Reference:	Market Efficiencies
Type of saving:	Efficiencies / savings
Version:	1.0

PROPOSAL - STRATEGIC CASE
Proposal: Through 5 different approaches, reduce costs incurred in commissioning packages of care for clients.
Rationale: Reduce the cost of care packages through: 1. Implementing a new approach to residential and nursing procurement to reduce costs working with boroughs across North Central London. 2. Gaining leverage on providers in Learning Disabilities and Mental Health to negotiate price reductions in existing packages with an increased focus on maximising independence. 3. Developing new care and delivery models for people with the most complex needs and behaviour that challenges. 4. Changing the terms of the residential placement agreement to reduce the amount Haringey will pay when service users are hospitalised in line with comparator boroughs; a one off debt recovery from care homes against hospitalisation of service users. 5. Ending the subsidy for meals on wheels. There are a range of options available for people needing support to access a hot meal during the day. Going forward the role of the Council will be to help the individual to decide which meals option they want to take up and this will be explored as part of the assessment and support planning process. Users will be able to access culturally specific meals, with a range available as part of the options being explored both for delivery and in the community. We are seeking to ensure consistency of costs but some currently appear more expensive. This will need to be considered as part of the EqIA. Where a luncheon club is an assessed need and the user is eligible for adult social care transport will be arranged.

Impact on Residents	Outcomes
Reduced subsidy for meals on wheels	Best use of resources
Commissioning for outcomes so that care and support can be more flexible and responsive	Increased independence even in high need settings and Care will be responsive to changing levels of need

SUMMARY			
		Financial Data	Workforce Data
Base Data		£000	
Current budget		52,766	Employees n/a
Savings/Invest		£000	Change in employees
Year 1	987	Year 1	n/a
Year 2	200	Year 2	
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	1,187	Total	0

BENEFITS CASE						
Key Benefits: 1. Managing residential and nursing costs down across the North Central London cluster through a shared approach to purchasing, price banding and use of dynamic purchasing system. Reduction of costs from current position to costs in line with comparators yields £515k cost savings per annum. 2.It is estimated that c£500k of recurring savings can be negotiated. This estimate is based on the level of spend, the higher than average unit costs and the levels achieved in other areas. This is likely to be realised with half the savings achieved in 17/18 and the remainder achieved in 18/19. 3. Introduction of commissioning using both Positive Behaviour Support and Progression models: both offer very intensive support in first 12 weeks of transition into a supported living setting with a focus on outcomes which can be delivered with lower levels of care. 4. Haringey Council currently uses a residential placement agreement that specifies the Council will pay for 100% of service user fees for two weeks after hospitalisation, 90% of fees for the subsequent six weeks and 50% thereafter. These terms are more generous than other councils. It is recommended that this clause is changed to 100% for the first two weeks, 90% for the subsequent two weeks and then 50% thereafter. This will yield £50k per annum. It is also estimated there a one-off debt recovery of £50k (achieved in 17/18) where care homes have failed to notify Haringey of hopsitalisation beyond two weeks. 5. An annual £122k could be realised through ending the subsidy for meals on wheels.	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	Benefits Estimated (Savings)	£987	£200	£0	£0	£0
	Reduced benefits due to lead-on time (if applicable)					
	Additional Cost Estimated					
	Net Impact Cost/(Savings)	£987	£200	£0	£0	£0
	Cumulative Cost/(Savings)	£987	£1,187	£1,187	£1,187	£1,187
	Payback Period: N/A					

New Models of Care

Priority	2
Current Service Area	Adult Social Care / Commissioning
Responsbile Officer:	Director of Adults Social Care
Reference:	New Models of Care
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Greater emphasis on prevention of needs escalating	Synergies from joining up services
Greater independence for service users	Better use of resources within a clear operating model

PROPOSAL - STRATEGIC CASE
<p>Proposal:</p> <p>There are potentially substantial savings achievable across Priority 2 from moving to an integrated model of delivery. The largest element of this will be savings made through integration with (i) Haringey CCG, (ii) Wellbeing Partnership with Islington Council and CCG and (iii) additional savings across North Central London cluster.</p> <p>There are additional potential savings as a result of proposals to redesign adult social care through (i) further reductions in new packages of care through a more preventative approach linked into primary care and community services (ii) further staff reductions as part of the service redesign, including through more integrated ways of working. This would include at services provided currently through Adults Social Care, Public Health and the Clinical Commissioning Group.</p> <p>Rationale:</p> <p>These proposals are at an early stage of development. Nonetheless, other authorities in London have been developing collaborative partnerships with neighbours or with health partners and these have indicated scope for doing things better together and saving money through having more resource overall to use flexibly and innovatively. The savings proposed for Haringey draw from those achieved in models elsewhere.</p>

SUMMARY			
Base Data		Financial Data £000	Workforce Data
Current budget		70,080	Employees 390
Savings/Invest		£000	Change in employees
Year 1		0	Year 1
Year 2		1,400	Year 2
Year 3		0	Year 3
Year 4		0	Year 4
Year 5		0	Year 5
Total		1,400	Total
			15 - 20

Key Benefits:
 Collaborative working.
 Opportunity to redesign services.
 Minimise costs on transactions between organisations.
 Efficiencies and synergies.

Internal dependencies and external constraints
 None

Procurement strategy
 n/a

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		£1,400			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	£0	£1,400	£0	£0	£0
Cumulative Cost/(Savings)	£0	£1,400	£1,400	£1,400	£1,400
Payback Period: N/A					

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Corporate Priority 3

A clean and safe borough where people are proud to live

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
3.1	Charge Green waste - income generation	375	375				750	N/A	N/A	Amber
3.2	Charging for Bulky Household Waste	300	100				400	N/A	N/A	Green
3.3	Charging for Replacement Wheelie Bins	100	50				150	N/A	N/A	Green
3.4	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...	50	50				100	N/A	N/A	Green
3.5	Flats Above Shops -Provision of bags - Service reduction	120					120	N/A	N/A	Green
3.6	Reduce Outreach/ Education team - Service reduction	50	65				115	N/A	N/A	Green
3.7	Closure of Park View Road R&R - Service reduction	115	115				230	N/A	N/A	Green
3.8	Veolia Operational Efficiencies	200					200	N/A	N/A	Green
3.9	Rationalisation of Parking Visitor Permits	125	225				350	N/A	N/A	Green
3.10	New Parking Operating Model		920				920	N/A	70	Amber
3.11	Relocation of Parking/CCTV processes and appeals		380				380	N/A	13	Amber
3.12	Cashless Parking Payments	150					150	N/A	N/A	Green
3.13	Online Parking Permit Applications & Visitor Permits			50			50	N/A	N/A	Amber
3.14	Parking New IT Platform			100			100	N/A	N/A	Amber
3.15	Sustainable Transport in CO2 Parking Permit Charge	100	300				400	N/A	N/A	Green
	Total	1,685	2,580	150	-	-	4,415			

Green Waste Charging

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Green Waste Charging
Type of saving:	Increase in income
Responsible Officer:	Waste Strategy Manager
Version:	1.0

PROPOSAL
<p>Proposal: Charging for Garden Waste: Stopping the current free weekly universal green waste collection service and reverting to a weekly opt in charged green waste collection service. The charge would be set at £75 per annum.</p>
<p>Rationale: Green garden waste is household waste for which a charge can be made for the collection. The service will be paid for by those who opt in only rather than a contract cost which is funded universally by all residents.</p>

<p>Key benefits:</p> <p>An estimate of £150K has been deducted and includes, call centre, IT development, container costs administration and any additional treatment/disposal costs.</p> <p>By charging for green waste and proposing that we provide composting bins 'at costs' we will be encouraging residents to deal with their waste sustainably at source.</p>

Impact on Residents	Outcomes
Free garden waste collection service stops	Resident satisfaction rates decrease
	Potential increase in fly tipping
	Reduction in recycling rate - 2%
	Potential greater contamination of Dry Recycling
	Increased side waste

SUMMARY			
		Financial Data	Workforce Data
Base Data	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	375	Year 1	n/a
Year 2	375	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	750	Total	0

<p>Internal dependencies and external constraints:</p> <p>Chargeable service will be fully administered by Veolia.</p> <p>Develop IT booking provision.</p> <p>Will need to complete a communications plan.</p>
--

Procurement strategy - N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	375	375			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	375	375	0	0	0
Cumulative Cost/(Savings)	375	750	750	750	750
Payback Period: n/a					

Charge for Bulky Household Waste

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charge for Bulky Household Waste
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>To move from a free bulk collection service for recyclables to a standard bulky waste collection service where a charge of £25 would be levied for the collection of up to 4 items plus £10 for each additional item.</p>
<p>Rationale:</p> <ul style="list-style-type: none"> - 24 London boroughs charge for all bulky collections. - 10 offer some form of concession. - In North London – only Hackney and Waltham Forest also have some element of free bulky collections - Evidence from Newham saw a 75% reduction demand with no discernible increase in fly-tipping when they introduced a charge. - Modelled a 60% drop in demand for bulky collections from 30,850 p/a to 11500 p/a. <p>Impact on recycling rate will be low as material will still go to the bulk waste recycle facility at Edmonton.</p>

<p>Key benefits</p> <p>Total savings and Income generated has been estimated at £400K pa based on the demand levels noted above and an average price of £35 per collection.</p>
--

<p>Procurement strategy</p> <p>N/A</p>

Impact on Residents	Outcomes
Stopping a free bulk waste collection service to a	Fly tipping may increase
	Increased use of R & R
	Resident Satisfaction may be reduced
	Could increase side waste

SUMMARY					
Financial Data			Workforce Data		
Base Data			£000		
Current budget			N/A		
Savings/Invest			Change in employees		
Year 1	£000	300	Year 1	n/a	
Year 2		100	Year 2	n/a	
Year 3			Year 3		
Year 4			Year 4		
Year 5			Year 5		
Total		400	Total	0	

<p>Internal dependencies and external constraints</p> <ul style="list-style-type: none"> - Likely to lead to increase in tonnage through Reuse & Recycling centres. - Veolia will need to develop with the Council an IT online booking system. - A Communications plan will need to be developed.
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300	100			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	300	100	0	0	0
Cumulative Cost/(Savings)	300	400	400	400	400
Payback Period: n/a					

Charging for replacement wheelie bins

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charging for replacement wheelie bins
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Free service becoming chargeable for new or replacement residual and recycling bins	May discourage recycling
	Increase in stolen bins
	Impact on resident satisfaction

PROPOSAL
<p>Proposal: Charging for new and replacement containers to residents for both recycling and residual bins.</p>
<p>Rationale: Based on the assumption that once the charge is introduced demand for containers will reduce by 50%, resulting in the number of requests for containers reducing from 8,000 to 4,000. The savings are made up of two components, the reduction in the current contractual sum (£100K) together with a profit of £11.00 per bin equating to an annual sum of £50K. It is assumed that both recycling and residual bins will be charged for.</p> <p>Creates a value to the bins – engender greater responsibility for looking after bins and responsible waste management. Some other local authorities charge for replacement containers – Enfield and Brent for example.</p> <p>The Outreach team would continue to vet requests to encourage recycling and correct use and allocation of containers.</p>

<p>Key benefits: Total Income generated has been estimated at £100K in the 1st year and £50k in the following year based on the demand levels noted above.</p>

<p>Procurement strategy N/A</p>
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SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	N/A	Employees	N/A	
Savings/Invest	£000	Change in employees		
Year 1	100	Year 1	n/a	
Year 2	50	Year 2	n/a	
Year 3		Year 3		
Year 4		Year 4		
Year 5		Year 5		
Total	150	Total	0	

<p>Internal dependencies and external constraints: Continued outreach team to determine residents needs. Risk that if this policy is announced in advance it could lead to a demand on containers whilst still free. New IT / online payment system to be developed with Veolia.</p>

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	50			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	100	50	0	0	0
Cumulative Cost/(Savings)	100	150	150	150	150
Payback Period: n/a					

Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Charging for recycling bins and increasing residual bins for RSLs, Managing Agents, Developers etc...
Responsible Officer:	Waste Strategy Manager
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
Proposal: Extend charging of managing agents/developers for hire/replacement of communal recycling bins and review communal residual bin hire charge
Rationale: Currently managing agents of blocks of flats are charged £145/year (£2.80/week) for Communal Residual Waste bin hire but Communal Recycling bins are made available free of charge, at the council's expense for supply, repair/maintenance and replacement. Set Recycling Hire @ £145/year (£2.80/week); Additional Income = £100K Increase Residual hire charge by 20% to £3.40 per week = £20K additional income

Key benefits: Total Income generated has been estimated at £50K pa.

Procurement strategy: N/A

Impact on Residents	Outcomes
Free service to Managing agents/developers becoming chargeable for supply/replacement of Communal Recycling bins - possibility of costs being passed to residents	May discourage recycling Charging for recycling bin hire would make flats policy consistent with schools bin charges
	Could increase levels of stolen bins
	Could increase side waste

SUMMARY			
		Financial Data	Workforce Data
Base Data	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	50	Year 1	n/a
Year 2	50	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	100	Total	0

Internal dependencies and external constraints: Income not guaranteed

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	50	50			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	50	50	0	0	0
Cumulative Cost/(Savings)	50	100	100	100	100
Payback Period: n/a					

Flats Above Shops - Provision of Bags

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Flats Above Shops - Provision of Bags
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
<p>Proposal: Cease to provide and deliver pink sacks for residual waste and green sacks for recycling to Flats Above Shops. It is proposed that green sacks for recycling will continue to be provided for free but will need to be collected from libraries/ Customer Service Centres directly by residents.</p>
<p>Rationale: On a quarterly basis approximately 10,000 sacks for residual and recycling waste are provided and delivered to Flats Above Shops. The savings in total are £120K pa and are roughly split 50/50 between recycling and residual. Reviewing how waste is presented on our High Streets (14 x collections per week) there is limited use of these sacks by the residents in the FAS. Limited recycling tonnage is collected from FAS less than 0.05%.</p>

<p>Key benefits: A total saving of £120K.</p>
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<p>Procurement strategy: N/A</p>

Impact on Residents	Outcomes
Limited impact as service is not widely used by residents	May reduce resident satisfaction

SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	N/A		Employees	N/A
Savings/Invest	£000		Change in employees	
Year 1	120		Year 1	n/a
Year 2			Year 2	
Year 3			Year 3	
Year 4			Year 4	
Year 5			Year 5	
Total	120		Total	0

<p>Internal dependencies and external constraints: Retain funding to provide recycling sacks on request/from libraries – no more than £5K p.a.</p>

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	120				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	120	0	0	0	0
Cumulative Cost/(Savings)	120	120	120	120	120
Payback Period: n/a					

Reduce Education & Outreach Team

Priority	3
Current Service Area	Commercial & Ops - Neighbourhood Action
Reference:	Reduce Education & Outreach Team
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
Potentially less engagement/ communications with residents on waste minimisation, recycling and waste collection issues	Reduced recycling
	Increased fly tipping
	Residents satisfaction levels reduced

PROPOSAL
Proposal: Restructure entire Veolia Communications, Education & Outreach function and reduce Education/Outreach team by 50%.
Rationale: Following changes in the Veolia contract with service level reductions and changes in legislation relating to recycling (i.e. TEEP) the need for Veolia to have all the tools to deliver performance targets has reduced. Therefore it is proposed to reduce the educational and outreach team and review how the remaining resources can be used more effectively by working more closely with Council's communication team.

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	50	Year 1	n/a
Year 2	65	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	115	Total	0

Key benefits: The proposed changes would deliver a savings of £115K pa.

Internal dependencies and external constraints: Review and negotiation of contractual performance targets/ payment mechanism with Veolia. There will be a greater need for the outreach team to support the other income/service change proposals as set out in this document. Therefore savings split over two years.
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Procurement strategy:

Personnel Implications:
Up to 4 Veolia staff members could be made redundant. The Council will be liable for redundancy payments.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	50	65			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	50	65	0	0	0
Cumulative Cost/(Savings)	50	115	115	115	115
Payback Period: n/a					

Close Park View Road R&R

Priority	3
Current Service Area	Commercial & Ops
Reference:	Close Park View Road R&R
Responsible Officer:	Waste Strategy Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
Proposal: To close the Park View Road Reuse and Recycling Centre
Rationale: Historically Haringey has had only one Reuse and Recycling Centre, which has been a small site on Park View Road (PVR), Tottenham. The borough now has a larger second site in the centre of the borough, which can cater for the waste which is currently deposited at PVR. The impact of the closure of PVR is assumed to be minimal as those who wish to responsibly dispose of their waste in a car will travel to an alternative site within the NLWA network, including the Western Road site. As part of its DCO application NLWA intend to add to the current network by building a new R&R site at Edmonton in 2020/21. The PVR site is earmarked for redevelopment as part of the wider regeneration proposals for residential housing/ new school on Ashley Road Depot. Relocating the site locally (Sedge Road) has been considered, however the cost of this site has been estimated at a £1m plus and would not deliver the £230K revenue savings. Also the site could be made redundant with the building of the new R&R site at Edmonton.

Key benefits: Revenue savings of £230K paid to NLWA through the levy payment.

Procurement strategy: Personnel Implications: London Waste Limited will need to relocate or make redundant up to 5 staff
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Impact on Residents	Outcomes
Reduction of an R&R site	Reduction in resident satisfaction
	Potential increase in fly tipping

SUMMARY				
Base Data		Financial Data £000	Workforce Data	
Current budget		N/A	Employees	N/A
Savings/Invest		£000	Change in employees	
	Year 1	115	Year 1	n/a
	Year 2	115	Year 2	n/a
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	230	Total	0

Internal dependencies and external constraints: Value of the regeneration site at Ashley Road has been calculated on the site being vacant, including the PVR R&R. The capital receipt for this site is helping to fund the proposed new depot site/ development at Marsh Lane.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	115	115			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	115	115	0	0	0
Cumulative Cost/(Savings)	115	230	230	230	230
Payback Period: n/a					

Veolia Operational Efficiencies

Priority	3
Current Service Area	Commercial & Ops
Reference:	Veolia Operational Efficiencies
Responsible Officer:	Waste Strategy Manager
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Proposals are intended to have minimal or no impact	n/a

PROPOSAL
<p>Proposal: To deliver the following operational efficiency savings which seeks to minimise any impacts and to continue to meet existing performance outputs. It is assumed that the proposals will not result in any change of policy.</p> <ol style="list-style-type: none"> 1) To reduce Weed Spraying from 3 to 2 pa; 2) Reduce leaf clearance resourcing; 3) Change graffiti service from a proactive to a reactive service; 4) Increase commercial waste portfolio; and 5) Extend leases on Veolia vehicles. <p>In order to give flexibility around these savings it is proposed that only 2/3rds of the savings are utilised as operational changes are tested and proven.</p> <p>Rationale:</p> <ol style="list-style-type: none"> 1) - Weed Spraying - that sweepers take a more proactive approach to remove weeds all year round to reduce the need for weed spraying; 2) - Leafing - to reduce the 14 week additional resource period during leafing to a 10 week period. The service will be redesigned to meet actual needs on the ground. 3) - Graffiti - moving to a reactive service where graffiti will be removed between 3 to 5 days. Offensive, racist etc, graffiti will still be removed in 24 hours. 4) - Trade waste - building the customer base and generating further profit which is shared with Veolia on 50/50 basis. 5) - Extend a number of Veolia vehicle leases by up to 2 years.

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	200	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	200	Total	0

<p>Key benefits: In total the savings accrue to £300K , however it has been recommended that 2/3rds of the savings are utilised (£200K) to enable a flexible approach to reallocate funds if required to ensure required performance outputs are met.</p> <ol style="list-style-type: none"> 1) Weed Spraying - £20K; 2) Leafing - £45K; 3) Graffiti - £100K; 4) Trade Waste - £50K; and 5) Vehicle Leases - £85K

<p>Internal dependencies and external constraints:</p>

Procurement strategy:

Personnel Implications: This relates to Veolia sub contractors and temporary staff employed by Veolia during leafing.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	200				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	200	0	0	0	0
Cumulative Cost/(Savings)	200	200	200	200	200
Payback Period: n/a					

Rationalisation of Visitors Permits and increase in hourly permit charge.

Priority	3
Current Service Area	Traffic Management
Reference:	Rationalisation of Visitors Permits and increase in hourly permit charge.
Responsible Officer:	Head of Traffic Management
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Residents will have to pay more for VP	Less VPs issued
Residents aged between 60 and 75 will no longer be entitled to a concession	More journeys undertaken by walking, cycling or public transport

PROPOSAL
<p>Proposal:</p> <p>This involves a review of the Visitor Parking (VP) Permit scheme, rationalising provision of permits and bringing charges in line with other boroughs, see below.</p> <p>Proposals also involve reducing the concessionary entitlement, which currently offers a 50% reduction in charge to residents aged 60 years or over, and those registered disabled (this group is also allowed double the normal allocation of permits). In future it is proposed that this concession will be limited to those aged 75 years or over. No change is proposed to those residents registered as disabled.</p> <p>The proposals include a reduction in the range of different types of VP permits offered, reducing unnecessary overheads. This will involve removing the two hourly, weekend and two weekly Permits.</p> <p>It is proposed to increase the VP from 35p to 80p per hour.</p>
<p>Rationale:</p> <p>For a borough with Inner London parking pressures the cost of an hourly visitor permit is low, which in turn does not help to manage demand for parking space and encourage residents and visitors to walk, cycle or use public transport. Rationalisation of the number of permits will help the administration of the scheme and reduce overheads.</p>

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SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	125	Year 1	n/a
Year 2	225	Year 2	n/a
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	350	Total	0

<p>Key benefits:</p> <p>This would involve removing the current limit on the number of hourly permits that may be purchased, but increasing charges from 35p per hour to either;</p> <ul style="list-style-type: none"> -60p per hour, which would generate in the region of an additional £250k annually or -80p per hour, which would generate in the region of an additional £300k annually <p>Both estimates take account of a possible reduction in the numbers purchased</p> <p>The concession change would result in a saving of £50K.</p>
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<p>Internal dependencies and external constraints:</p> <p>Will require IT development and working closely with Customer Services</p>

Procurement strategy: N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	125	225			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	125	225	0	0	0
Cumulative Cost/(Savings)	125	350	350	350	350
Payback Period: n/a					

New Parking Operating Model

Priority	3
Current Service Area	Traffic Management
Reference:	New Parking Operating Model
Responsible Officer:	Head of Traffic Management
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p>Proposal: To consider the delivery of a new parking enforcement operating model. For the purpose of the financial modelling it is assumed that the existing MTFS saving of £600K relating to this proposal is all moved to the new MTFS. One of the options being considered is the provision of a labour only type model (as utilised in Westminster) where strategic and tactical deployment of staff will still be undertaken by the Council.</p>
<p>Rationale: A detailed financial analysis undertaken by consultants supporting the commissioning project estimated savings over and above those originally anticipated in the existing MTFS- £600k. The new savings by moving to this model has been estimated at £920K.</p>

<p>Key benefits: The total potential savings identified by moving to the new operating model is estimated at £920K.</p>
--

Impact on Residents	Outcomes
None	None

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	N/A	Employees	70
Savings/Invest	£000	Change in employees	
Year 1	920	Year 1	55
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	920	Total	55

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<p>Internal dependencies and external constraints: - If agreed the Council will need to take a commercial position on the where the service will be accommodated.</p>
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Procurement strategy:

A full procurement of the service would need to be undertaken taking between 12 to 18 months

Personnel Implications: If agreed 75 staff would be transferred (TUPEd) to a new provider

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		920			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	920	0	0	0
Cumulative Cost/(Savings)	0	920	920	920	920
Payback Period: N/A					

Relocating Parking/CCTV Back office Processing & Appeals

Priority	3
Current Service Area	Traffic management
Reference:	Relocating Parking/CCTV Back office Processing & Appeals
Responsible Officer:	Head of Traffic Management
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
<p>Proposal: To relocate 1st stage parking appeals and CCTV enforcement processing outside London. A number of operating models will be considered. Final 2nd stage appeals will be retained by the Council.</p>
<p>Rationale: Services delivered outside of London attract reduced cost due to a number of factors which includes accommodation costs and staffing costs as well as benefits in being able to recruit more readily. The London Borough of Islington successfully operate an in house service provision in Manchester. We are also aware that the London Boroughs of Barnet, Enfield and Waltham Forest operate 1st stage appeals outside of London through a third party provider.</p>

<p>Key benefits: A reduction in operating costs of £380K</p>

<p>Procurement strategy A full procurement of the service would need to be undertaken, taking between 12 to 18 months</p>
<p>Personnel Implications: If agreed up to 13 staff would be relocated or transferred (TUPEd) to a new provider. Staff not willing to relocate will face compulsory redundancy.</p>

Impact on Residents	Outcomes
None	None

SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	N/A		Employees	13
Savings/Invest	£000		Change in employees	
Year 1			Year 1	
Year 2	380		Year 2	13
Year 3			Year 3	
Year 4			Year 4	
Year 5			Year 5	
Total	380		Total	13

<p>Internal dependencies and external constraints:</p> <ul style="list-style-type: none"> - IT systems will have to be developed and aligned between offices. - Finding suitable accommodation to relocate staff. - The potential recruitment of new staff.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		380			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	380	0	0	0
Cumulative Cost/(Savings)	0	380	380	380	380
Payback Period: N/A					

Parking Cashless Payments

Priority	3
Current Service Area	Traffic Management
Reference:	Cashless payments - parking
Responsible Officer:	Head of Traffic Management
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
Proposal: To remove all existing cash options for on street payments moving to APP or telephone electronic payments.
Rationale: Reduces the costs of collecting money, theft of money and maintenance of equipment. Also the service offer can improve customers experience by sending reminders to phone to top up payments to avoid parking tickets. This service is currently offered by Westminster, Barnet and Islington.

Key benefits: A reduction in operating costs of £150K

Procurement strategy:
Personnel Implications: Indirect unknown impact on contractor's staff that currently collect cash.

Impact on Residents	Outcomes
Unable to use cash at pay & display	More efficient service
	More customer focused - texting reminders
	Less theft from Pay & Display units

SUMMARY			
Base Data	Financial Data £000	Employees	Workforce Data
Current budget	N/A		N/A
Savings/Invest	£000	Change in employees	
Year 1	150	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	0

Internal dependencies and external constraints: Communications - web site development etc.
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	150	0	0	0	0
Cumulative Cost/(Savings)	150	150	150	150	150
Payback Period: N/A					

Electronic Applications for Permits & Visitor Vouchers

Priority	3
Current Service Area	Traffic Management
Reference:	Electronic permits and visitor vouchers
Responsible Officer:	Head of Traffic Management
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
Proposal: To move to online parking permit applications removing the existing paper based system and to provide visitor vouchers online.
Rationale: Reduces the level of face to face and telephone transactions currently being delivered in the Customer Service and Call Centres. Removes current paper based system.

Key benefits: A reduction in operating costs of £50K
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Procurement strategy: In relation to Visitor Vouchers will possible need to form part of procured new IT platform or otherwise will be a development project with existing provider Civica.

Impact on Residents	Outcomes
Some residents may not be able to access online services	More efficient service
Electronic services available 24/7	More customer focused

SUMMARY			
Base Data	Financial Data £000		Workforce Data
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1		Year 1	
Year 2		Year 2	
Year 3	50	Year 3	n/a
Year 4		Year 4	
Year 5		Year 5	
Total	50	Total	0

Internal dependencies and external constraints: Communications - web site development etc..Linked to the reprocurement of a new parking IT platform - see savings proposal for new IT platform.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			50		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	0	50	0	0
Cumulative Cost/(Savings)	0	0	50	50	50
Payback Period: n/a					

New IT platform - Parking

Priority	3
Current Service Area	Sustainable Transport
Reference:	New IT Platform
Responsible Officer:	Head of Traffic Management
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal: To procure a new IT platform which undertakes all parking processes and links through to SAP. The service is currently provided by Civica.</p>
<p>Rationale: Recent work undertaken as part of the North London commissioning exercise suggests that Haringey can reduce its costs with its IT platform provider by comparing current costs with other boroughs.</p>

<p>Key benefits: A reduction in operating costs of £100K</p>

<p>Procurement strategy: A procurement for a new provider will need to undertaken, due to the complexities of the processes and the transitioning from old system to the new it is envisaged that the timeline for implementation could be two years.</p>
--

Impact on Residents	Outcomes
None	More efficient service
Enabler for Electronic services available 24/7	More customer focused

SUMMARY			
Base Data	Financial Data		Workforce Data
	£000		
Current budget	N/A	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1		Year 1	
Year 2		Year 2	
Year 3	100	Year 3	n/a
Year 4		Year 4	
Year 5		Year 5	
Total	100	Total	0

<p>Internal dependencies and external constraints: Will require extensive engagement with IT and Finance colleagues to ensure a successful transition to a new platform</p>
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			100		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	0	100	0	0
Cumulative Cost/(Savings)	0	0	100	100	100
Payback Period: n/a					

Permits CO2 charging regime

Priority	3
Current Service Area	Sustainable Transport
Reference:	Permits CO2 charging regime
Responsible Officer:	Head of Traffic Management
Type of saving:	Increase in income
Version:	1.0

PROPOSAL
<p>Proposal:</p> <p>To review the existing CO2 charging regime and change the banding linked to the DVLA scheme. Also to remove the additional charge per vehicle per household.</p>
<p>Rationale:</p> <p>The council's transport policies aim to reduce the harmful emissions from transport and improve air quality. As a result the Council introduced a CO2 emissions based permit charging structure in 2008. It is proposed to review the existing charges and introduce the same CO2 banding as used by the DVLA.</p> <p>It also intended to remove the current incremental increase for additional cars per household as this has proved to be difficult to administrater.</p>

Impact on Residents	Outcomes
Increased cost for those resident with higher CO2 emissions.	Residents select vehicles with lower CO2 emissions
	Improved air quality
	Reduced vehicles

SUMMARY			
		Financial Data	Workforce Data
		£000	
Base Data			
Current budget		N/A	Employees N/A
Savings/Invest		£000	Change in employees
Year 1		100	Year 1 n/a
Year 2		300	Year 2 n/a
Year 3			Year 3
Year 4			Year 4
Year 5			Year 5
Total		400	Total 0

Key benefits:

To charge vehicles with higher CO2 emissions. It is expected the charging regime will increase revenue up to £400K.

Internal dependencies and external constraints:

New charging for bands will require IT development/costs. Permit charge increase will be subject to statutory consultation.

Procurement strategy N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	100	300			
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	100	300	0	0	0
Cumulative Cost/(Savings)	100	400	400	400	400
Payback Period: n/a					

Corporate Priority 4

Drive growth and employment from which everyone can benefit

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget	Current Staff	Delivery Risk RAG
4.1	Tottenham Regeneration programme	213	-	-	-	-	213	2,674	27	Green
4.2	Planning service Increase in planning income	40	-	-	-	-	40	2,069	83	Green
4.3	Corporate projects Transfer of functions to HDV	250	-	-	-	-	250	604	37	Red
	Total	503	-	-	-	-	503			

Tottenham Regeneration

Priority	4
Current Service Area	Tottenham Regeneration
Responsible Officer:	Tottenham Programme Manager
Reference:	Tottenham Regeneration
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
Possible delay in regeneration projects	N/A

PROPOSAL
Following a detailed review of the overall Tottenham Regeneration programme budget, savings from General Fund (£213k) have been identified for 2017/18. These cover savings on consultancy spend, communications and community engagement, and reduction in project spend.
Rationale: The impact of reduced spend on consultants and community engagement projects may mean that progression of regeneration schemes or projects are delayed. Salary savings of £112.1k are due to full capitalisation of a post, and a reduction in the budget requirement, it does not mean a reduction in the number of staff.

SUMMARY			
		Financial Data	Workforce Data
		£000	
Base Data			
Current budget		2,674	Employees 27
Savings		£000	Change in employees
	Year 1	213	Year 1 0
	Year 2		Year 2
	Year 3		Year 3
	Year 4		Year 4
	Year 5		Year 5
	Total	213	Total 0

Key benefits: The key benefit from these savings is financial.
--

Internal dependencies and external constraints The Tottenham Regeneration Programme is cross-cutting across the 5 Corporate Plan priorities. Ongoing delivery of the programme is reliant upon a corporate contribution by support functions (such as Finance and HR).
--

Resources required - N/A

What needs to happen and when? Part of ongoing operations during the year.
--

Planning Income

Priority	4
Current Service Area	Planning
Responsible Officer:	AD Planning
Reference:	Planning Income
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
Increased charges for residents	N/A

PROPOSAL
Proposal and Rationale: Charge householder pre-applications at cost Remove discount for commercial pre-applications thereby increasing income.

SUMMARY			
		Financial Data	Workforce Data
		£000	
Base Data			
Current budget		2,069	Employees 83
Savings		£000	Change in employees
	Year 1	40	Year 1 0
	Year 2		Year 2
	Year 3		Year 3
	Year 4		Year 4
	Year 5		Year 5
	Total	40	Total 0

Key benefits: The key benefit from these savings is financial.
--

Internal dependencies and external constraints Dependent on applications received.
--

Resources required - N/A

What needs to happen and when? Part of ongoing operations during the year.
--

Corporate Projects

Priority	4
Current Service Area	Corporate Projects
Responsible Officer:	AD Corporate Projects
Reference:	Corporate Projects
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal and Rationale: Transfer of functions to HDV resulting in efficiencies - estimate at the moment, dependent on restructure and agreement with preferred bidder.</p>

<p>Key benefits: The key benefit from these savings is financial.</p>
--

<p>Resources required - N/A</p>
--

Impact on Residents	Outcomes
N/A	N/A

SUMMARY				
Base Data		Financial Data		Workforce Data
		£000		
Current budget		604	Employees	37
Savings		£000	Change in employees	
	Year 1	250	Year 1	7
	Year 2		Year 2	
	Year 3		Year 3	
	Year 4		Year 4	
	Year 5		Year 5	
	Total	250	Total	7

<p>Internal dependencies and external constraints Dependent on HDV agreement and restructure and agreement with preferred bidder.</p>
--

<p>What needs to happen and when? Transfer to be undertaken in April with implementation of HDV</p>
--

Corporate Priority X

Enabling

Ref	Proposal	2017-18 £000's	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	Total £000's	Current Budget £000's	Current Staff	Delivery Risk RAG
6.1	Legal Services - Reduction in staffing and other related expenditure			150			150	-535	54	Green
6.2	Audit and Risk Management - reduction in cost on the external audit contract	11				20	31	11	14	Green
6.3	Democratic Services - reduction in staffing	40					40	2,482	14	Green
6.4	Shared Service Centre Business Support - reduction in staffing	300					300	2,300	83	Green
6.5	Shared Service Centre - new delivery model for shared services		250	1,500	1,500		3,250	9,025	336	Amber
6.6	Reduce Opening Hours in our six branch libraries to 36 hours per week	150					150	3,475	95	Amber
6.7	Shared Service Offer for Customer Services			1,000			1,000	6,473	170	Amber
6.8	Senior Management Saving	400					400	2,500	50	Green
6.9	Alexandra House - Decant		250	750			1,000	n/a	n/a	Amber
6.10	Translation and Interpreting Service - new contract	41					41	1,364	22	Green
6.11	Closure of internal Print Room		51				51	1,364	22	Green
6.12	Communications - reduction in staffing	53					53	1,364	22	Green
6.13	Income generation - Advertising and Sponsorship	15					15	1,364	22	Green
6.14	Professional Development Centre	136					136	157	8	Green
6.15	Insurance	152					152	2,327	n/a	Green
6.16	Voluntary Severance Savings	1,500					1,500			Green
	Total	2,798	551	3,400	1,500	20	8,269			

Legal Services - Reduction in staffing and other related expenditure

Priority	X
Current Service Area	Legal Services
Reference:	Legal Services - Reduction in staffing and other related expenditure
Responsible Officer:	Assistant Director Corporate Governance
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
Proposal: Reduction in staffing and related expenditure.
Rationale: This saving on salaries and case related expenditure is dependent on significant reduction in demand in Legal Services in particular in Adult Services and Children Services and also in the Regeneration and Property law areas. This reduction will be achieved if expected outcomes from current demand reductions activity are met.

Key benefits: Delivery of organisational savings.

Procurement strategy: N/A

Impact on Residents	Outcomes
There is no impact on residents.	Reduces resilience and capacity in the Legal team

SUMMARY			
Base Data	Financial Data		Workforce Data
	£000		
Current budget	-535	Employees	54
Savings/Invest	£000	Change in employees	
Year 1		Year 1	
Year 2		Year 2	
Year 3	150	Year 3	2
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	2

Internal dependencies and external constraints This is dependent on the levels of work to the service reducing.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)			150		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	0	150	0	0
Cumulative Cost/(Savings)	0	0	150	150	150
Payback Period: n/a					

Audit and Risk Management

Priority	X
Current Service Area	Audit and Risk Management
Reference:	Audit and Risk Management
Responsible Officer:	Head of Audit and Risk Management
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
Proposal: Reduction in the value of the externally procured internal audit contract; potentially changing the assurance model, or reducing the number of audits completed.

Resources required:

What needs to happen and when?
Reduction to be planned as organisation structures and service delivery method changes; will be built into the 2018/19 audit planning processes.

Impact on Residents	Outcomes
There is no impact on residents.	N/A

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	11	Employees	14
	(net budget)		
Savings/Invest	£000	Change in employees	
Year 1	11	Year 1	n/a
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5	20	Year 5	
Total	31	Total	0

Democratic Services

Priority	X
Current Service Area	Democratic Services
Reference:	Democratic Services
Responsible Officer:	Democratic Services and Scrutiny Manager
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
Proposal: Reduction in staffing - deletion of two posts in 2016-17 to ensure saving acheived for 2017-18.

Resources required:
N/A

What needs to happen and when? This saving is being delivered in the current restructure happening in the service now and it will be implemented before the new financial year.

Impact on Residents	Outcomes
There is no impact on residents.	N/A

SUMMARY			
	Data		Data
Base Data	£000		
Current budget	2,482	Employees	14
Savings/Invest	£000	Change in employees	
Year 1	40	Year 1	1
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	40	Total	1

Shared Service Centre - Business Support - reduction in staffing

Priority	X
Current Service Area	Shared Service Centre
Reference:	Shared Service Centre - Business Support - reduction in staffing
Responsible Officer:	Head of Business Support
Type of saving:	New delivery model
Version:	1.0

PROPOSAL
Proposal: (i) Implement a new delivery model for the 77 centralised business support roles transferred into the SSC (Phase I) in 2016/17 (ii) Further business support staff to transfer into the SSC and integrate into new delivery model (Phase II)
Rationale: Business Support formed part of Ways of Working Programme in 2016/17 and transferred 77 roles into SSC to complete Phase I of the original business case. A review of options for further centralisation of business support-type services offers the opportunity for additional savings not recognised as part of Phase I.

Key benefits
Following transfer of the 77 roles into SSC, a review is being undertaken of existing processes and procedures to identify potential savings opportunities. Whilst the exact savings figure and timescales for release of savings is still to be established, currently it is anticipated that £300k of savings will be released in FY17/18.

Impact on Residents	Outcomes
No impact on residents	N/A

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	2,300	Employees	83
Savings/Invest	£000	Change in employees	
Year 1	300	Year 1	8
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	300	Total	8

Internal dependencies and external constraints:
Constraints - full budget for transferred posts reallocated to SSC and not taken as savings by services areas. Service areas enable SSC to change existing processes and procedures.

Procurement strategy

N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	300				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	300	0	0	0	0
Cumulative Cost/(Savings)	300	300	300	300	300
Payback Period: n/a					

Shared Service Centre

Priority	X
Current Service Area	Shared Service Centre
Reference:	Shared Service Centre
Responsible Officer:	AD Shared Services
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL
<p>Proposal: To review and implement a new delivery model for back office services provided by the Shared Service Centre with a view to maintaining or improving existing service performance and achieving proposed efficiency savings of £3.25m over the lifetime of the MTFS</p> <p>Rationale: Review the existing delivery model for back office services with a view to optimising service performance and efficiency savings from an alternative model. Options under review will include:</p> <ul style="list-style-type: none"> i. Do Nothing (internally deliver savings through SSC) ii. Partner with another Local Authority / Authorities iii. Join an existing Public Sector Shared Service Centre iv. Outsource Services to Private Sector

SUMMARY			
Financial Data		Workforce Data	
Base Data		Employees	
Current budget		£000	
		9,025	336
Savings/Invest		Change in employees	
		£000	
Year 1	0	Year 1	
Year 2	250	Year 2	tbc
Year 3	1,500	Year 3	tbc
Year 4	1,500	Year 4	tbc
Year 5	0	Year 5	
Total	3,250	Total	0

BENEFITS CASE						
Detailed description:	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
i. Carry out a high-level options review (November 2016)	Benefits Estimated (Savings)	0	250	1500	1500	
ii. Carry out a detailed options appraisal including cost and benefit analysis (April 2017)	Reduced benefits due to lead-on time (if applicable)					
iii. Members agree new Service Delivery Model (June 2017)	Additional Cost Estimated					
iv. Complete Transition to New Service Delivery Model (April 2018)	Net Impact Cost/(Savings)	0	250	1500	1500	0
Benchmark and industry standard savings for shared services have been used to establish likely savings.	Cumulative Cost/(Savings)	0	250	1750	3250	3250
Additional Cost Estimated						

COMMERCIAL CASE

Procurement strategy :

Procurement Strategy is dependant on the option chosen. Factors influencing timescale will include:

- The requirement to tender;
- Availability of appropriate existing Shared Service model;
- Need to bespoke standardised processes.

FINANCIAL CASE

Key benefits

Financial - delivery of proposed MTFS savings. The benefits shown have yet to be verified through a detached business case but are an indication of when the savings would be realised. Confirmation of exact costs, benefits and timescales will be known once a detailed business case is prepared

Non-financial - improved service delivery through partnership working with other organisations, including access to better IT systems and sharing of improved processes and procedures

Funding Position	Total	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	(project life)					
Revenue funding from existing budget	0	TBC				
Revenue funding required – new	0					
Project Management costs	0					
Capital funding from existing budget	0	0	0	0	0	0
Capital funding required – new	0	0	0	0	0	0

MANAGEMENT CASE

Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements:

The preferred option for new delivery model for back-office services has yet to be determined as it is subject to an options review.

The Programme Management Office is currently leading a high-level options review. This will include alternative delivery models, risks, benefits, implementation costs and transition timescales.

Internal dependencies and external constraints:

Front-office services - significant potential synergies with front office services; needs of both services need to be considered as part of any future service delivery option

Personnel - significant impact on staff; could be subject to TUPE, and requirement to consult with Trade Unions and Staff

Libraries - reduce opening hours at our 6 branch libraries from 58 hrs to 36 hrs per week

Priority	X
Current Service Area	Customer Services & Libraries
Reference:	Libraries - reduce opening hours at our 6 branch libraries from 58 hrs to 36 hrs per week
Responsible Officer	AD Customer Services/Head of Customer Services and Libraries
Type of saving:	Stopping /Reducing service
Version:	1.0

Impact on Residents	Outcomes
Those who find it difficult to travel to one of the three main libraries when their local branch library is closed will feel a reduction in service. However those who are truly housebound will be able to make use of the housebound library service. This could increase volume for the housebound service and increase costs in this area.	N/A

PROPOSAL
Proposal: Reduce the opening hours of our six branch libraries , namely Muswell Hill, Highgate, Alexandra, Stroud Green & Harringay, St Anns and Coombs Croft, from 58 to 36 hrs per week in order to operate a one staffing shift approach.
Rationale: Haringey Libraries have some of the longest opening hours in London, with branch libraries being open 58 hours over 6 days a week and the three large libraries open 62 hours over 7 days a week. Reducing the number of hours branch libraries are open from 58 to 36 hrs per week will bring us closer to the level of service provided elsewhere. Retaining a 7 days per week opening hours for our three main Libraries mitigates the impact of the reduction in the branches.

SUMMARY			
Base Data		Financial Data	Workforce Data
		£000	
Current budget		3,475	Employees 95
Savings/Invest		£000	Change in employees
Year 1	150	Year 1	6
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	150	Total	6

Key benefits: Circa £150K revenue savings, primarily through reduction of staff.
--

Internal dependencies and external constraints Requirement for staff consultation

Procurement strategy

N/A

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	150				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	150	0	0	0	0
Cumulative Cost/(Savings)	150	150	150	150	150
Payback Period: n/a					

Shared service for Customer Services

Priority	X
Current Service Area	Customer Service & Libraries
Reference:	Shared service for Customer Services
Responsible Officer	AD Customer Services/Head of Digital Contacts
Type of saving:	New delivery model
Version:	1.0

Impact on Residents	Outcomes
Potential to provide a higher quality of contact by sharing the authorities' technologies	N/A
Increase access to skills/knowledge across authorities	N/A
Possible relocation in Face to Face centres	N/A
Ability to call on others during peak demand	N/A

PROPOSAL - STRATEGIC CASE
Proposal: Develop options for the future delivery of Customer Services.
Rationale: Review the existing delivery model for Customer Services with a view to optimising service performance and efficiency savings from an alternative model/s. Options under review will include: i. Do Nothing (internally deliver savings through, channel shift, reducing contact channels, driving further self serve and digital by default) ii. Partner with another Local Authority / Authorities iii. Join an existing Public Sector Shared Service Centre iv. Outsource Services to Private Sector

SUMMARY			
Base Data	Financial Data £000	Employees	Workforce Data
Current budget	6,473	170	
Savings/Invest	£000	Change in employees	
Year 1		Year 1	
Year 2		Year 2	
Year 3	1,000	Year 3	30
Year 4		Year 4	
Year 5		Year 5	
Total	1,000	Total	30

BENEFITS CASE					
Detailed description: The development of the shared digital services with Camden and Islington and recognising that all three boroughs in this arrangement will be seeking similar savings through to 2020 provides an opportunity to explore where real synergies exist across customer services, specifically the contact centres, customer service centres and future procurement of technologies and systems. We know that we all experience similar challenges and are exploring similar solutions and therefore should explore whether this can be achieved together. All Potential options will be explored: - In-house solution - outsourcing options - Shared arrangements (Holistic, Piecemeal) The focus will remain on delivering high quality customer service to residents for the future that supports those that most need it and enables those that can help themselves to do so. Benchmarks and industry standard savings have been used to establish likely savings.	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k
	Benefits Estimated (Savings)			1000	
	Reduced benefits due to lead-on time (if applicable)				
	Additional Cost Estimated				
	Net Impact Cost/(Savings)	0	0	1000	0
	Cumulative Cost/(Savings)	0	0	1000	1000
Additional Cost Estimated					

COMMERCIAL CASE

Market proposition

Many London Boroughs are now exploring the possibilities of shared service delivery models with other boroughs, this is often being looked at alongside a range of alternative delivery model options such as in - house, outsource etc.

Procurement strategy

To be developed

FINANCIAL CASE

Key benefits:

To be determined.

Funding Position	Total	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	(project life)					
Revenue funding from existing budget	1000			1000		
Revenue funding required – new	0					
Project Management costs	0					
Capital funding from existing budget	0					
Capital funding required – new	0					

MANAGEMENT CASE

Describe the delivery of the preferred option, including the approach to Project, project and change management, and the governance arrangements

- Exploring Shared opportunities will be a significant Council Programme.
- Robust programme/project governance will be required at feasibility, options and implementation stages.
- Change management, in respect of our future way of working and how our staff adapt to that way of working will be a key driver and measure of success.

Internal dependencies and external constraints

- Staff consultation.
- Consultation with residents.
- Funding to establish shared arrangements.
- Significant support service input - finance, legal, ICT, procurement, HR.

Senior management saving

Priority	X
Current Service Area	Senior Management and Transformation & Resources
Responsible officer	AD Transformation and Resources
Reference:	Senior management saving
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal: Proposals to restructure roles relating to transformation, information, communication and senior management. Reducing duplication, maximising synergies and releasing efficiencies across programme management, information and intelligence and communication.</p>
<p>Rationale: Creation of the new Transformation and Resources function enables us to remove duplication and focus corporate resources on the council's key priorities.</p>

<p>Key Benefits: Efficiency savings plus maximising the value of analytical, planning, communication and project management capability.</p>
--

<p>Procurement strategy: Not applicable.</p>

Impact on Residents	Outcomes
No impact on residents	N/A

SUMMARY			
Base Data	Financial Data £000	Workforce Data	
Current budget	2,500	Employees	50
Savings/Invest	£000	Change in employees	
Year 1	400	Year 1	5
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	400	Total	5

<p>Internal dependencies and external constraints: Consultation with staff will be required to realise the saving.</p>

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	400				
Reduced benefits due to lead-on time (if applicable)	0				
Additional Cost Estimated	0				
Net Impact Cost/(Savings)	400	0	0	0	0
Cumulative Cost/(Savings)	400	400	400	400	400
Payback Period: n/a					

Alexandra House - Decant

Priority	X
Current Service Area	All
Reference:	Alexandra House - Decant
Responsible Officer:	AD Transformation and Resources
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL

Proposal:

The Council currently has c.2000 staff based in River Park House and Alexandra House. Desk occupancy across the two buildings is in the region of 50-60 per cent and River Park House has space for 1000 staff. Therefore, it is feasible over time to vacate Alexandra House and base all staff in RPH, releasing rental savings ahead of a further move to new office accommodation as part of the Wood Green regeneration. The Ways of Working Programme will oversee the delivery of mobile working infrastructure that will facilitate this decant.

Rationale:

The Council is in the process of reducing its office footprint in the period to relocating from RPH to new office accommodation as part of the Wood Green regeneration. This proposal enables us to realise savings in the period prior to that relocation. In addition, the new landlord of Alexandra House has informed us of a rent rise from April 2017, providing an incentive to vacate the council's tenancy.

Impact on Residents	Outcomes
No impact on residents	N/A

SUMMARY

Financial Data		Workforce Data	
Base Data	£000	Employees	
Current budget	N/A		N/A
Savings/Invest	£000	Change in employees	
Year 1	0	Year 1	
Year 2	250	Year 2	n/a
Year 3	750	Year 3	n/a
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	1,000	Total	0

BENEFITS CASE

Detailed description:

The proposal is to vacate 5 floors of Alexandra House in 2017 and the remaining floors in the following twelve months. Realisation of savings will depend on renegotiation of rent as we vacate the building or our ability to sub-let those floors we do vacate. Hence, the cost/benefit model assumes savings appearing in 2018/19 and 2019/20.

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)		250	750		
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	0	250	750	0	0
Cumulative Cost/(Savings)	0	250	1000	1000	1000
Additional Cost Estimated					

Translation and Interpreting Service

Priority	X
Current Service Area	Communications
Reference:	Translation and Interpreting Service
Responsible officer:	AD Communications
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
<p>Proposal</p> <p>To outsource translation and interpreting with a £41K FTE saving for Communications, which includes £28K staff cost and £13k software saving.</p> <p>In doing so we are recommending using a Government framework to secure a supplier used by neighbouring councils.</p> <p>The preferred supplier, The Big Word, is the only one within the framework to meet all our requirements around interpreting and translation and has all the required accreditations. They also have a track record of supporting channel shift from face-to-face to telephone.</p>

<p>Resources required:</p> <p>N/A</p>
--

<p>What needs to happen and when?</p> <p>Staff consultation in time for 2017/18 full year.</p>

Impact on Residents	Outcomes
No impact on residents	N/A

SUMMARY			
Base Data	Financial Data		Workforce Data
	£000		
Current budget	1,364	Employees	22
Savings/Invest	£000	Change in employees	
	41	Year 1	2
		Year 2	
		Year 3	
		Year 4	
		Year 5	
	41	Total	2

Closure of internal print room

Priority	X
Current Service Area	Communications
Reference:	Closure of internal print room
Responsible officer:	AD Communications
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL
<p>Proposal: To close the internal print service with a saving of £50.5K in the year 2018/19. The current bulk print service is only 65% utilised.</p> <p>We will utilise our existing print framework to use suppliers which can continue to deliver a high volume and responsive service.</p>

<p>Resources required: N/A</p>

<p>What needs to happen and when? Work with Committee Services to reduce the demand for printed agendas, looking at IT solutions which allow councillors to mark up PDFs using their laptop or tablet. This development is already in the workplan of the new Shared Digital Service.</p>
--

SUMMARY			
		Financial Data	Workforce Data
Base Data		£000	
Current budget		1,364	Employees 22
Savings/Invest		£000	Change in employees
Year 1			Year 1
Year 2	51		Year 2 1
Year 3			Year 3
Year 4			Year 4
Year 5			Year 5
Total	51		Total 1

Communications service - post deletion

Priority	X
Current Service Area	Communications
Reference:	Communications service - post deletion
Responsible officer:	AD Communications
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL
<p>Proposal: 1 FTE staff reduction delivered through non-recruitment of a vacant post. We are redesigning our workforce and the way communications support is provided to ensure that:</p> <ul style="list-style-type: none"> • Our resources are effectively used to support core priorities • We challenge council-wide spending more vigorously and promote digital as a primary means of communications.

<p>Resources required: N/A</p>
--

<p>What needs to happen and when? The post needs to be deleted from the structure by 31st March 2017.</p>

SUMMARY			
Base Data	Financial Data £000		Workforce Data
Current budget	1,364	Employees	22
Savings/Invest	£000	Change in employees	
Year 1	53	Year 1	1
Year 2		Year 2	
Year 3		Year 3	
Year 4		Year 4	
Year 5		Year 5	
Total	53	Total	1

Communications income generation

Priority	X
Current Service Area	Communications
Reference:	Communications income generation
Responsible officer:	AD communications
Type of saving:	Increase in income
Version:	1.0

Impact on Residents	Outcomes
No impact on residents	N/A

PROPOSAL
Proposal: Since the recruitment of a part-time commercial manager we have been able to actively pursue advertising and sponsorship across our publications, digital channels and events. As a result we are proposing a full year increase in income of £15k in 2017/18.

Resources required: N/A

What needs to happen and when? N/A

SUMMARY			
Base Data		Financial Data	Workforce Data
		£000	
Current budget		1,364	Employees 22
Savings/Invest		£000	Change in employees
Year 1		15	Year 1 n/a
Year 2			Year 2
Year 3			Year 3
Year 4			Year 4
Year 5			Year 5
Total		15	Total 0

Professional Development Centre

Priority	X
Current Service Area	Professional Development Centre
Reference:	Professional Development Centre
Responsible officer:	AD Corporate Property
Type of saving:	Stopping /Reducing service
Version:	1.0

PROPOSAL
Proposal: It is proposed that the Council release a community building by selling the Professional Development Centre, which is used currently to accommodate some Council staff and also deliver professional training. This will deliver savings in running and maintenance costs in the region of £136k.
Rationale: In order for the Council to deliver savings, it must consider options to consolidate capital and where appropriate, release assets to yield the capital and deliver further savings made through the prevention of servicing and maintenance costs. The savings identified here relate to the prevented cost of running the building over the period.

Benefits: Financial: £136k

Procurement strategy (where applicable) Ownership of assets: This proposal recommends releasing a community building through sale, thereby reducing the Council's ownership of assets. The savings relate to the maintenance and servicing costs for the building which would subsequently be prevented.
--

Impact on Residents	Outcomes
None	N/A

SUMMARY			
		Financial Data	Workforce Data
Base Data		£000	
Current budget		157	Employees 8
Savings/Invest		£000	Change in employees
	Year 1	136	Year 1 8
	Year 2		Year 2
	Year 3		Year 3
	Year 4		Year 4
	Year 5		Year 5
	Total	136	Total 8

Internal dependencies and external constraints: None
--

Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
Benefits Estimated (Savings)	136				
Reduced benefits due to lead-on time (if applicable)					
Additional Cost Estimated					
Net Impact Cost/(Savings)	136				
Cumulative Cost/(Savings)	136	136	136	136	136
Payback Period: Not applicable					

Insurance

Priority	X
Current Service Area	All
Reference:	Insurance
Responsible Officer:	Risk and Insurance Manager
Type of saving:	Efficiency savings
Version:	1.0

PROPOSAL
Proposal: Reprocure insurance provision in conjunction with London Consortium to achieve savings.
Rationale: A consortium of 8 London Boroughs (Croydon, Camden, Harrow, Islington, Kingston-upon-Thames, Lambeth, Sutton and Tower Hamlets) is reprocurring insurance provision with expected savings to Haringey of £152k.

#

Impact on Residents	Outcomes
No impact on residents	N/A

SUMMARY			
	Financial Data		Workforce Data
Base Data	£000		
Current budget	2,327	Employees	N/A
Savings/Invest	£000	Change in employees	
Year 1	152	Year 1	n/a
Year 2	0	Year 2	
Year 3	0	Year 3	
Year 4	0	Year 4	
Year 5	0	Year 5	
Total	152	Total	0

BENEFITS CASE						
Detailed description: Property, terrorism and liability insurance arrangements will be retendered with the expectation that there will be a new contract in place for April 2017.	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	Benefits Estimated (Savings)	152				
	Reduced benefits due to lead-on time (if applicable)					
	Additional Cost Estimated					
	Net Impact Cost/(Savings)	152	0	0	0	0
	Cumulative Cost/(Savings)	152	152	152	152	152
	Additional Cost Estimated					

Voluntary Severance Savings

Priority	X
Current Service Area	All
Reference:	Voluntary Severance Savings
Responsible Officer:	AD Transformation & Resources
Type of saving:	Efficiency savings
Version:	1.0

Impact on Residents	Outcomes
No impact on residents as decisions will be based on criticality of roles	N/A

PROPOSAL
<p>Proposal:</p> <p>This represents the estimated saving to the Council from the voluntary redundancy arrangements currently on offer to staff. The application window closed in early December 2016. Offers will be made by early 2017 and we expect those people taking voluntary redundancy to begin to leave the council in early financial year 2017/18. Thus savings accrue to the year 2017/18.</p>
<p>Rationale:</p>

SUMMARY				
	Financial Data		Workforce Data	
Base Data	£000			
Current budget	N/A		Employees	TBC
Savings/Invest	£000		Change in employees	
Year 1	1,500		Year 1	n/a
Year 2	0		Year 2	
Year 3	0		Year 3	
Year 4	0		Year 4	
Year 5	0		Year 5	
Total	1,500		Total	0

BENEFITS CASE						
Detailed description:	Cost Benefit Analysis (CBA)	2017-18 £k	2018-19 £k	2019-20 £k	2020-21 £k	2021-22 £k
	Benefits Estimated (Savings)	1500				
	Reduced benefits due to lead-on time (if applicable)					
	Additional Cost Estimated					
	Net Impact Cost/(Savings)	1500	0	0	0	0
	Cumulative Cost/(Savings)	1500	1500	1500	1500	1500
	Additional Cost Estimated					

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EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on the Public Sector Equality Duty, please proceed to stage 2 and complete a full Equality Impact Assessment.

Stage 2 – Full Equality Impact Assessment

An Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an Equality Impact Assessment has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the council's Equality Impact Assessment guidance before beginning the EIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Charges to be brought in for replacement wheelie bins
Service area	Waste Management
Officer completing assessment	Tom Hemming
Equalities/ HR Advisor	Otis Williams
Cabinet meeting date (if applicable)	14 Feb 17
Director/Assistant Director	Stephen McDonnell

2. Summary of the proposal and its relevance to the equality duty

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *Its relevance to the Public Sector equality duty and the protected groups*

Section 46 of the Environmental Protection Act (EPA) 1990 enables the council to define the type of waste container to be used by households and require the occupier to pay for it.

The existing service offers free wheeled bins to households, which have an expected life span of 7 to 8 years. The number of bins provided is determined in accordance with the size of the household.

The proposal is to charge £30 for a replacement wheeled bins for refuse and recycling. The charge is in line with what other local authorities charge and is considered low enough that the impact on residents will be minimal over the lifetime of a bin.

This will require a policy alteration and will affect all residents in the borough at some point although the low charge will have a minimal effect. There will need to be clear communications to ensure all residents are aware of the policy alteration.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Further information on data sources is contained within accompanying EqIA guidance.(part 8)

Protected group	Service users	Staff
Sex	The Veolia annual perception survey can pick up impact on satisfaction with the waste service, including container provision. No data is available on the sex of those that currently use the service.	
Gender Reassignment	No data is available on the gender reassignment of those that currently use the service	
Age	The Veolia annual perception survey can pick up impact on satisfaction with the	

	waste service, including container provision. The proposed change is a charge and would therefore affect the main house owner, meaning those aged 18 years and older. No data is available on the age of those that currently use the service.	
Disability	The Veolia annual perception survey can pick up impact on satisfaction with the waste service, including container provision. No data is available on the disability of those that currently use the service.	
Race & Ethnicity	The Veolia annual perception survey can pick up impact on satisfaction with the waste service, including container provision. No data is available on the race/ ethnicity of those that currently use the service.	
Sexual Orientation	The Veolia annual perception survey can pick up impact on satisfaction with the waste service, including container provision. No data is available on the sexual orientation of those that currently use the service.	
Religion or Belief (or No Belief)	No data is available on the religion or belief of those that use the service.	
Pregnancy & Maternity	No data is available on pregnancy or maternity of those that use the service.	
Marriage and Civil Partnership	No data is available on marriage and civil partnership of those that use the service.	
If there are any gaps in the data for particular groups or no data is available, please explain how you will address this gap		

Data is not currently collected on the equalities characteristics of those who request replacement bins.

The service has always previously been free of charge to residents and needed by all households on 'kerbside/street properties' (but not estates and flats above shops) from time to time, regardless of protected group.

The new service will be periodically reviewed and the requirement to collect any additional data will be considered.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please provide a brief outline of:

- *How you intend to consult with those affected by your proposal including those that share the protected characteristics*

Further information on consultation is contained within accompanying EqlA guidance (part 9)

Members were consulted on the proposal prior to the savings proposals being published in December 2016 and reviewed by the Council's Environment and Community Safety Scrutiny Panel. The public report invited feedback from residents and service users. A communication plan will need to accompany the service change, and feedback in response to this engagement will be captured and monitored to inform review of the service.

Ultimately, the proposed charge will be universal as all households will require new bins over the course of time. Whilst low income groups are likely to have greater difficulty in meeting increased charges, with certain protected groups, such as BME and elderly households disproportionately likely to be on low incomes, the charge is considered to low enough over the 7-8 year lifetime of a wheelie bin that impact would be minimal.

In terms of geographic distribution of demand, of the approximately 4,000 of each of residual and recycling bins replaced per year, these replacements are concentrated in the wards in the West of the borough, which are not near Haringey's most deprived areas (see ward breakdown below).

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Of 143 responses to the consultation, 13 people opposed the proposal, with one individual comment noting 'charging for replacement wheelie bins is going to mean people are going to steal their neighbour's wheelie bins rather than pay for a new one'. By way of mitigation, procedures will be developed for lost/stolen bins, bins taken by the crew and properties sharing bins. We will also monitor and review the level of bins ordered and complaints data if this proposal is implemented. In addition, making bins identifiable as from Haringey (through bin embossing) will reduce the risk of bins being stolen by those living outside the borough and it is also proposed that bins are labelled with house numbers to deter theft.

5. What is the likely impact of the proposal on groups of service users and/or staff

that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqlA guidance (part 10)

1. Sex No data available on the sex of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

2. Gender reassignment No data available on the gender reassignment of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

3. Age No data available on the age of the service user. However the policy change is likely to impact on those aged 18 years and older. Low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as older or younger households, are currently disproportionately likely to be on low incomes. However, the charge is considered to low enough over the 7-8 year lifetime of a wheelie bin that impact would be minimal.

4. Disability For some individuals within this protected group such as those with Learning Disabilities it will be important to clearly and widely communicate the service changes and the alternative disposal routes such as the Reuse and Recycling Centre.

5. Race and ethnicity

We are aware that low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as BME households, are currently disproportionately likely to be on low incomes and the change will individually have a greater impact on their budgets. However, the charge is considered to low enough over the 7-8 year lifetime of a wheelie bin that impact would be minimal.

6. Sexual orientation No data available on the sexual orientation of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

7. Religion or belief (or no belief) No data available on the religion or belief (or no belief) of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

8. Pregnancy and maternity No data available on the pregnancy and maternity of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

9. Marriage and Civil Partnership No data available on the marriage and civil partnership of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

10. Groups that cross two or more equality strands e.g. young black women No data available of service users that cross two or more equality strands. Low income households have disproportionate representation of women, disabled people and some BME communities. Communications will encourage responsible management of waste by residents and landlords of rented properties.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

The proposed charge will be universal as all households will require new bins over the passage of time. Low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as BME and elderly households, are currently disproportionately likely to be on low incomes. However, the charge is considered to be low enough over the 7-8 year lifetime of a wheelie bin that impact would be minimal.

The impact assessment highlights that clear communication will be required to ensure that residents are aware of the need to pay for new/replacement containers and to do so in order to ensure the responsible management of their waste.

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6. a) What changes if any do you plan to make to your proposal as a result of the equality impact assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance (part 11)

Outcome	Y/N
No major change: the EIA demonstrates the policy is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.	Y
Adjust the policy: the EIA identifies potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy.	N
Continue the policy: the EIA identifies the potential for adverse impact or missed opportunities to promote equality. Clearly <u>set out below</u> the justifications for continuing with it. For the most important relevant policies, compelling reasons will	N

be needed.																		
Stop and remove the policy: the policy shows actual or potential unlawful discrimination. It must be stopped and removed or changed.		N																
<p>6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty</p> <table border="1"> <thead> <tr> <th>Impact</th> <th>Action</th> <th>Lead officer</th> <th>Timescale</th> </tr> </thead> <tbody> <tr> <td>Removal of a free provision</td> <td>None. The charge is considered to be low enough over the lifetime of a wheelie bin that impact on a household will be minimal.</td> <td>Commissioning & Client Manager</td> <td>April 2017</td> </tr> <tr> <td>Understanding service changes</td> <td>Services changes to be clearly communicated across the borough taking into account language barriers.</td> <td>Commissioning & Client Manager</td> <td>April 2017</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:</p> <p>This will form part of the policy review. We will monitor service user feedback through the annual perception survey and through complaints and enquiries, including recording where bins are reported stolen, to ensure we pick up any unforeseen equality implications.</p>			Impact	Action	Lead officer	Timescale	Removal of a free provision	None. The charge is considered to be low enough over the lifetime of a wheelie bin that impact on a household will be minimal.	Commissioning & Client Manager	April 2017	Understanding service changes	Services changes to be clearly communicated across the borough taking into account language barriers.	Commissioning & Client Manager	April 2017				
Impact	Action	Lead officer	Timescale															
Removal of a free provision	None. The charge is considered to be low enough over the lifetime of a wheelie bin that impact on a household will be minimal.	Commissioning & Client Manager	April 2017															
Understanding service changes	Services changes to be clearly communicated across the borough taking into account language barriers.	Commissioning & Client Manager	April 2017															

7. Authorisation	
EIA approved by  (Assistant Director/ Director)	Date 3 rd February 2017

8. Publication

Please ensure the completed EIA is published in accordance with the Council's policy.

Map showing % of total requests for replacement bins by ward in Haringey – January 2016 to December 2016



EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on the Public Sector Equality Duty, please proceed to stage 2 and complete a full Equality Impact Assessment.

Stage 2 – Full Equality Impact Assessment

An Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an Equality Impact Assessment has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the council's Equality Impact Assessment guidance before beginning the EIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Charging for the Green Waste Collection Service
Service area	Waste Management
Officer completing assessment	Tom Hemming
Equalities/ HR Advisor	Otis Williams
Cabinet meeting date (if applicable)	14 Feb 17
Director/Assistant Director	Stephen McDonnell

2. Summary of the proposal and its relevance to the equality duty

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *Its relevance to the Public Sector equality duty and the protected groups*

The collection of garden waste is a service for which a charge can be made. The existing service comprises a weekly collection that is free of charge. Not all properties use the service and need (including garden size) will impact on the level of uptake of the service. The proposal is to provide an opt-in service of one 240 litre wheeled bin of green waste or the equivalent in one-off use sacks and apply a charge of £75 per annum. Further work is taking place to determine different charging for the one-off use sacks depending on the number of sacks required.

The policy change affects all residents living in the borough with a garden who currently use the service.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Further information on data sources is contained within accompanying EqIA guidance.(part 8)

Protected group	Service users	Staff
Sex	The Veolia annual perception survey can pick up impact on satisfaction with the garden waste collection service, which can inform the picture of service provision. No data is available on the sex of those that currently use the service.	
Gender Reassignment	No data is available on the gender reassignment of those that currently use the service	
Age	The Veolia annual perception survey can pick up impact on satisfaction with the garden waste collection service, which can inform the picture of service provision. The proposed service is available to those households that generate garden waste and would therefore affect the main house owner, meaning those aged 18 years and	

	older. No data is available on the age of those that currently use the service.	
Disability	The Veolia annual perception survey can pick up impact on satisfaction with the garden waste collection service, which can inform the picture of service provision. No data is available on the disability of those that currently use the service.	
Race & Ethnicity	The Veolia annual perception survey can pick up impact on satisfaction with the garden waste collection service, which can inform the picture of service provision. No data is available on the race/ ethnicity of those that currently use the service.	
Sexual Orientation	The Veolia annual perception survey can pick up impact on satisfaction with the garden waste collection service, which can inform the picture of service provision. No data is available on the sexual orientation of those that currently use the service.	
Religion or Belief (or No Belief)	No data is available on the religion or belief of those that use the service.	
Pregnancy & Maternity	No data is available on pregnancy or maternity of those that use the service.	
Marriage and Civil Partnership	No data is available on marriage and civil partnership of those that use the service.	
If there are any gaps in the data for particular groups or no data is available, please explain how you will address this gap		
<p>Data on protected groups using the service has not been collected because the service was free and widely accessible to all residents. The proposed changes will still see the provision of a weekly collection and will mean that those who use the service will pay and those who do not need a service will not be subsidising it indirectly. The new service will be periodically reviewed and the requirement to collect any additional data will be considered.</p>		

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please provide a brief outline of:

- *How you intend to consult with those affected by your proposal including those that share the protected characteristics*

Further information on consultation is contained within accompanying EqIA guidance (part 9)

Members were consulted on the proposal prior to the savings proposals being published in December 2016 and reviewed by the Council's Environment and Community Safety Scrutiny Panel. The public report invited feedback from residents and service users.

A comprehensive communication and engagement plan will need to accompany the service roll-out, and feedback in response to this engagement will be captured and monitored to inform review of the service.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Of 143 responses to the Council's budget consultation, 23 people opposed the proposal, with individual comments noting that 'not everybody has the time to compost and/ or go to the Reuse & Recycling Centre to dispose of the waste. It will encourage more people who have cars to do the latter, adding to CO emission' and that 'Charging for bulky waste and green waste disposal is just going to encourage fly-tipping'. The consultation does not provide an insight into whether opposition is concentrated within any particular protected characteristic group.

Residents will ultimately have choices as to whether to opt in to the charged service, utilise Reuse & Recycling Centres free of charge, compost at home or dispose of garden waste through other legitimate routes. Impact on flytipping and use of the recycling centres will be monitored and used to review the service.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqlA guidance (part 10)

1. Sex No data available on the sex of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

2. Gender reassignment No data available on the gender reassignment of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

3. Age No data available on the age of the service user. However the policy change is likely to impact on those aged 18 years and older. Low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as older or younger households, are currently disproportionately likely to be on low incomes. Alternative options for disposing of garden waste will be retained and communicated such as taking it to the Reuse & Recycling Centre for free and home composting, for which composting bins will be available at cost.

4. Disability Positive measures such as retaining the assisted waste collections and providing a choice of containers such as wheeled bins and bags will assist this protected group in accessing the service. For some individuals within this protected group such as those with Learning Disabilities it will be important to clearly and widely communicate the service changes and the alternative disposal routes such as the Reuse & Recycling Centre and home composting.

5. Race and ethnicity Properties in the west are proportionately more likely to have a garden than those in the east, as referenced in the 2014 Haringey Strategy Housing Market Assessment (section 5 paragraph 9). The 2011 census data shows wards in the west of Haringey, when west is taken to mean those wards to the west of the train line running north to south through the borough, have a higher concentration of white residents. On this basis, white residents are likely to be affected by this charge. Measures such as home composting, for which compost bins will be available to purchase at cost price, are available for residents to mitigate against the introduction of the charge, and will be promoted as part of communications about the service.

We are also aware that low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as BAME households, are currently disproportionately likely to be on low incomes. Although they are less likely to be in properties with gardens, we are aware that the introduction of the charge will individually have a greater impact on their budgets. Alternative options for disposing of garden waste

will be retained and communicated such as taking it to the Reuse & Recycling Centre for free and home composting. Options are available, such as home composting, which will help residents wishing to avoid using the fee paying service.

6. Sexual orientation No data available on the sexual orientation of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

7. Religion or belief (or no belief) No data available on the religion or belief (or no belief) of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

8. Pregnancy and maternity No data available on the pregnancy and maternity of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

9. Marriage and Civil Partnership No data available on the marriage and civil partnership of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

10. Groups that cross two or more equality strands e.g. young black women No data available of service users that cross two or more equality strands. Low income households have disproportionate representation of women, disabled people and some BAME communities. Communications will encourage home composting.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

The impact assessment highlights that clear communication will be required to ensure that potential service users who face language barriers and certain disabilities understand the changes to the service and the alternative free options for disposing of garden waste.

Low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as BAME and elderly households, are currently disproportionately likely to be on low incomes. To mitigate against this, free alternative disposal routes will be retained such as using the Reuse & Recycling Centre and promoting home composting. It will also be possible to purchase sacks for green waste (for one-off use) in smaller quantities, thus reducing the financial impact for properties with small gardens/occasional users.

Positive measures such as retaining assisted waste collections (currently provided to around 600 households in the borough) and providing a choice of containers such as

wheeled bins as well as sacks will assist residents with disabilities with accessing the service. The Service changes will be widely and clearly communicated.

Charging for garden waste is deemed to make the service fairer to those residents who do not have a garden or need to use the garden waste service by only charging those who use the service. Taking into account implementation of any mitigations mentioned above, the proposal will therefore help to advance equality of opportunity between groups who share a protected characteristic and those who do not.

6. a) What changes if any do you plan to make to your proposal as a result of the equality impact assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance (part 11)

Outcome	Y/N
No major change: the EIA demonstrates the policy is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.	Y
Adjust the policy: the EIA identifies potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy.	N
Continue the policy: the EIA identifies the potential for adverse impact or missed opportunities to promote equality. Clearly <u>set out below</u> the justifications for continuing with it. For the most important relevant policies, compelling reasons will be needed.	N
Stop and remove the policy: the policy shows actual or potential unlawful discrimination. It must be stopped and removed or changed.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact	Action	Lead officer	Timescale
Removal of a free service	Promotion of free services that will be retained such as the Reuse & Recycling Centres and the option of home composting needs to be clearly communicated across the borough. Cost of a bin is £75/year, equivalent to less than £1.50 per week.	Commissioning & Client Manager	April/May 2017

Understanding service changes	Services changes to be clearly communicated across the borough	Commissioning & Client Manager	April/May 2017
Residents with small gardens may not need a 240L wheeled bin	Sacks will be available to purchase in smaller quantities, reducing the financial impact for residents with small gardens/occasional need.	Commissioning & Client Manager	May 2017

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

This will form part of the policy review. We will monitor service user feedback through the annual perception survey to ensure we pick up any unknown equality implications.

7. Authorisation

EIA approved by  (Assistant Director/ Director)	Date 3 rd February 2017
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8. Publication

Please ensure the completed EIA is published in accordance with the Council's policy.

Equality Impact Assessment Screening Tool

1	Lead officer contact details: Tom Hemming, Client & Contract Manager – NLWA/Waste, tom.hemming@haringey.gov.uk			
2	Date: 31 Jan 17			
3	Summary of the proposal: Charges to be brought in for developers/ RSLs/ managing agents for recycling bins and an increase in charges for residual waste bins			
	Response to Screening Questions	Yes	No	Please explain your answer.
a) Type of proposal				
4.	Is this a new proposal or a significant change to the policy or service, including commissioned service?	Y		Recycling bins are currently provided free of charge to Registered Social Landlords/developers/ managing agents. It is proposed that RSLs/developers/ managing agents are charged £145/ year for hire of a recycling bin. It is also proposed that the existing hire charge for residual waste bins is increased to £177/ year, although this is not a policy change.
5.	Does the proposal remove, reduce or alter a service or policy?	Y		The existing policy (free provision of recycling bins to RSLs/developers/managing agents) would be altered by this proposal.
6.	Has there been significant change in staffing arrangements (i.e. more than 20 staff members)?		N	
7.	If the service or policy is not changing, has there been any known equality issues or concerns with current provision. For example, cases of discrimination or failed to tackle inequalities in outcomes in the past?		N	

b) Known inequalities				
8.	Could the proposal disproportionately impact on any particular communities, disadvantaged or vulnerable residents?		N	The charge will be made to developers/ RSLs and managing agents rather than directly to residents. It is a small increase that is likely to be absorbed by businesses, and would only entail a small additional charge to residents if passed on, as it relates to shared recycling and waste bins.
9.	Is the service targeted towards particular disadvantaged or vulnerable residents? This can be a service specifically for a group, such as services for people with Learning Disabilities. It can also be a universal service but has specific measures to tackle inequalities, such as encouraging men to take up substance misuse services.		N	The service is provided to businesses/organisations which manage domestic properties.
10.	Are there any known inequalities? For example, particular groups are not currently accessing services that they need or are more likely to suffer inequalities in outcomes, such as health outcomes.		N	As above.
11	<p>If you have answered yes to at least one question in both sections a) and b), Please complete an EqIA.</p> <p>If a decision is taken not to proceed with a full EqIA, please document carefully your reasons. For example:</p> <ul style="list-style-type: none"> • The proposal is likely to have no/minimal impact on groups that share the protected characteristics or other disadvantaged groups • The service currently is effective in 			The proposal is likely to have no/ minimal impact on groups that have protected characteristics. It entails charging businesses for a service that is currently free, as well as increasing an existing charge.

	<p>tackling inequalities and it is not changing</p> <ul style="list-style-type: none"> Any changes will not have any impact on service users, residents or staff 			
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EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on the Public Sector Equality Duty, please proceed to stage 2 and complete a full Equality Impact Assessment.

Stage 2 – Full Equality Impact Assessment

An Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an Equality Impact Assessment has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the council's Equality Impact Assessment guidance before beginning the EIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Charging for the Bulky Waste Collection Service
Service area	Waste Management
Officer completing assessment	Tom Hemming
Equalities/ HR Advisor	Otis Williams
Cabinet meeting date (if applicable)	14 Feb 17
Director/Assistant Director	Stephen McDonnell

2. Summary of the proposal and its relevance to the equality duty

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *Its relevance to the Public Sector equality duty and the protected groups*

The collection of bulky waste is a service for which a charge can be made.

The existing service offers a free collection for items that are classed as recyclable or reusable and charges for any other bulky items (£17.60 for up to 6 items).

The proposal is to charge £25 for up to four items plus £10 for each extra item, per collection booked. Residents will be able to book as many collections in a year as required.

The policy change affects most residents living in the borough. However, there is a likelihood that the free service is used to a considerable degree by landlords of rented properties, in effect subsidising their business operations. There will need to be clear communications to encourage responsible management of waste by residents and landlords.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Further information on data sources is contained within accompanying EqIA guidance.(part 8)

Protected group	Service users	Staff
Sex	The Veolia annual perception survey can pick up impact on satisfaction with the bulky waste collection service, which can inform the picture of service provision. No data is available on the sex of those that currently use the service.	
Gender Reassignment	No data is available on the gender reassignment of those that currently use the service	
Age	The Veolia annual perception survey can pick up impact on satisfaction with the bulky waste collection service, which can	

	<p>inform the picture of service provision. The proposed service is available to those households that generate bulky waste and would therefore affect the main house owner, meaning those aged 18 years and older.</p> <p>No data is available on the age of those that currently use the service.</p>	
Disability	<p>The Veolia annual perception survey can pick up impact on satisfaction with the bulky waste collection service, which can inform the picture of service provision.</p> <p>No data is available on the disability of those that currently use the service.</p>	
Race & Ethnicity	<p>The Veolia annual perception survey can pick up impact on satisfaction with the bulky waste collection service, which can inform the picture of service provision.</p> <p>No data is available on the race/ ethnicity of those that currently use the service.</p>	
Sexual Orientation	<p>The Veolia annual perception survey can pick up impact on satisfaction with the bulky waste collection service, which can inform the picture of service provision.</p> <p>No data is available on the sexual orientation of those that currently use the service.</p>	
Religion or Belief (or No Belief)	No data is available on the religion or belief of those that use the service.	
Pregnancy & Maternity	No data is available on pregnancy or maternity of those that use the service.	
Marriage and Civil Partnership	No data is available on marriage and civil partnership of those that use the service.	
<p>If there are any gaps in the data for particular groups or no data is available, please explain how you will address this gap</p>		
<p>Data on protected groups using the service has not been collected because the service was usually free of charge to residents.</p> <p>The new service will be periodically reviewed and the requirement to collect any additional data will be considered.</p>		

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please provide a brief outline of:

- *How you intend to consult with those affected by your proposal including those that share the protected characteristics*

Further information on consultation is contained within accompanying EqIA guidance (part 9)

Members were consulted on the proposal prior to the savings proposals being published in December 2016 and reviewed by the Council's Environment and Community Safety Scrutiny Panel. The public report invited feedback from residents and service users. A comprehensive communication and engagement plan will need to accompany the service change, and feedback in response to this engagement will be captured and monitored to inform review of the service.

Although a charge is being applied to collections of all bulky items from the home, bulky waste can still be taken to the Reuse & Recycling Centre for free. It is possible that the charge may lead to some residents fly-tipping items, rather than paying for the service. Anecdotally, Newham reported a slight increase in fly-tipping following the introduction of a charge for their bulky waste service, but there is no existing independent study of impact of charging on fly-tipping levels.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Of 143 responses to the Council's budget consultation, 11 people opposed the proposal, with individual comments noting that 'Charging for bulky waste and green waste disposal is just going to encourage fly-tipping'. 8 individuals supported the proposal, with comments including 'I support charging for bulk collections, £25 is very reasonable to remove four bulky items. I agree that free bulk household collection should be stopped'.

Residents will ultimately have choices as to whether to use the charged service, utilise the Reuse & Recycling Centre free of charge, or dispose of bulky waste through other legitimate routes. Impact on flytipping and use of the recycling centres will be monitored and used to review the service.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqlA guidance (part 10)

1. Sex No data available on the sex of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

2. Gender reassignment No data available on the gender reassignment of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

3. Age No data available on the age of the service user. However the policy change is likely to impact on those aged 18 years and older. Low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as older or younger households, are currently disproportionately likely to be on low incomes. Alternative options for disposing of bulky waste will be retained and communicated such as taking it to the Reuse & Recycling Centre for free and home composting, for which composting bins will be available at cost.

4. Disability For some individuals within this protected group such as those with Learning Disabilities it will be important to clearly and widely communicate the service changes and the alternative disposal routes such as the Reuse & Recycling Centre.

5. Race and ethnicity

We are aware that low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as BAME households, are currently disproportionately likely to be on low incomes and the change will individually have a greater impact on their budgets. Alternative options for disposing of bulky waste will be retained and communicated such as taking it to the Reuse & Recycling Centre for free.

6. Sexual orientation No data available on the sexual orientation of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

7. Religion or belief (or no belief) No data available on the religion or belief (or no belief) of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

8. Pregnancy and maternity No data available on the pregnancy and maternity of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

9. Marriage and Civil Partnership No data available on the marriage and civil partnership of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

10. Groups that cross two or more equality strands e.g. young black women No data available of service users that cross two or more equality strands. Low income households have disproportionate representation of women, disabled people and some BAME communities. Communications will encourage responsible management of waste by residents and landlords of rented properties.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

The impact assessment highlights that clear communication will be required to ensure that potential service users who face language barriers and certain disabilities understand the changes to the service and the options for disposing of waste responsibly.

Low income groups are likely to have greater difficulty in meeting increased charges. Certain protected groups, such as BAME and elderly households, are currently disproportionately likely to be on low incomes. To mitigate against this, free alternative disposal routes will be retained such as using the Reuse & Recycling Centre. The council will also investigate other options for providing collections at low or no cost for reusable items through third sector partners.

Charging for bulky waste will contribute to increasing the responsible management of waste by putting a value on waste items and creating an incentive to reuse/repair household items in preference to buying new items. It will mean the service is paid for by those residents who generate waste and need to use the service.

6. a) What changes if any do you plan to make to your proposal as a result of the equality impact assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance (part 11)

Outcome	Y/N
No major change: the EIA demonstrates the policy is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.	Y
Adjust the policy: the EIA identifies potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy.	N
Continue the policy: the EIA identifies the potential for adverse impact or missed	N

opportunities to promote equality. Clearly <u>set out below</u> the justifications for continuing with it. For the most important relevant policies, compelling reasons will be needed.			
Stop and remove the policy: the policy shows actual or potential unlawful discrimination. It must be stopped and removed or changed.			N
6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty			
Impact	Action	Lead officer	Timescale
Removal of a free service	Promotion of free services that will be retained such as the Reuse & Recycling Centre and third sector reuse organisations needs to be clearly communicated across the borough. Cost of service is lower than in most north London boroughs.	Commissioning & Client Manager	April/May 2017
Understanding service changes	Services changes to be clearly communicated across the borough.	Commissioning & Client Manager	April/May 2017
Potential increase in fly tipping	Fly tipping rates are and will be monitored closely to determine if the service change has any impact on fly tipping in the borough.	Commissioning & Client Manager	April/May 2017
6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:			
This will form part of the policy review. We will monitor service user feedback through the annual perception survey to ensure we pick up any unknown equality implications.			

7. Authorisation	
EIA approved by  (Assistant Director/ Director)	Date 3 rd February 2017

8. Publication

Please ensure the completed EIA is published in accordance with the Council's policy.

EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on the Public Sector Equality Duty, please proceed to stage 2 and complete a full Equality Impact Assessment.

Stage 2 – Full Equality Impact Assessment

An Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an Equality Impact Assessment has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the council's Equality Impact Assessment guidance before beginning the EIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	To stop the quarterly delivery of sacks for residual waste and recycling to flats above shops
Service area	Waste Management
Officer completing assessment	Tom Hemming
Equalities/ HR Advisor	Otis Williams
Cabinet meeting date (if applicable)	14 Feb 17
Director/Assistant Director	Stephen McDonnell

2. Summary of the proposal and its relevance to the equality duty

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *Its relevance to the Public Sector equality duty and the protected groups*

To stop the quarterly delivery of sacks for residual waste and recycling to flats above shops. Residents of flats above shops will be able to use their own bags for residual waste (as was the case up to the end of 2015) and obtain free recycling bags from various public buildings.

The policy change affects around 6,000 residents living in domestic properties above shops or other properties where there is no space at all to put out containers for collection without having to go on the public highway.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Further information on data sources is contained within accompanying EqlA guidance.(part 8)

Protected group	Service users	Staff
Sex	No data is available on the sex of those that currently use the service.	
Gender Reassignment	No data is available on the gender reassignment of those that currently use the service	
Age	No data is available on the age of those that currently use the service.	
Disability	No data is available on the disability of those that currently use the service.	
Race & Ethnicity	No data is available on the race/ ethnicity of those that currently use the service.	
Sexual Orientation	No data is available on the sexual orientation of those that currently use the service.	
Religion or Belief (or No Belief)	No data is available on the religion or belief of those that use the service.	

Pregnancy & Maternity	No data is available on pregnancy or maternity of those that use the service.	
Marriage and Civil Partnership	No data is available on marriage and civil partnership of those that use the service.	
If there are any gaps in the data for particular groups or no data is available, please explain how you will address this gap		
<p>The service does not hold any equalities data specific to residents living in flats above shops.</p> <p>The revised service will be periodically reviewed in light of any complaints/enquiries.</p>		

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please provide a brief outline of:

- *How you intend to consult with those affected by your proposal including those that share the protected characteristics*

Further information on consultation is contained within accompanying EqlA guidance (part 9)

Members were consulted on the proposal prior to the savings proposals being published in December 2016 and it has been reviewed by the Council's Environment and Community Safety Scrutiny Panel. The public report invited feedback from residents and service users.

A communication plan will need to accompany the service change, to make people aware of the revised offer for using the recycling service, although participation in the service is known to be extremely low (as is use of the bags provided for residual waste – the overwhelming majority of bags left out for collections are carrier bags or generic bin bags). The current low usage will to a large degree limit the impact on residents (overall and in any particular groups).

Any feedback received in response to communications will be captured to inform further review of the service.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

Of 143 responses to the consultation, there were no comments about this proposal, either to support or oppose the proposal.

Residents who have used the sacks until now will in future have to obtain recycling bags from public buildings and provide their own residual waste bags (as any other household has to), but the service remains substantially unchanged - 14 waste and recycling collections per week, every morning and evening in time limited slots for different roads. It will not affect particular groups with protected characteristics any more so than may already be the case in terms of the physical space restraints that influence the mode of collection associated with this type of property.

Consideration will be given to delivering recycling bags to any resident who is physically unable to collect the bags from public council buildings or sites through disability or age. However this will only be eligible to individuals where access to public buildings is an issue- the majority of residents will be expected to collect bags from public council buildings or sites

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqlA guidance (part 10)

1. Sex No data available on the sex of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

2. Gender reassignment No data available on the gender reassignment of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

3. Age No data available on the age of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

4. Disability For some individuals within this protected group such as those with Learning Disabilities it will be important to clearly and widely communicate the service changes and the alternative means of obtaining bags.

5. Race and ethnicity

No data available on the age of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

6. Sexual orientation No data available on the sexual orientation of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

7. Religion or belief (or no belief) No data available on the religion or belief (or no belief) of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

8. Pregnancy and maternity No data available on the pregnancy and maternity of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

9. Marriage and Civil Partnership No data available on the marriage and civil partnership of the service user. However, it is not anticipated that the policy will have a disproportionate impact on this protected group.

10. Groups that cross two or more equality strands e.g. young black women No data available of service users that cross two or more equality strands.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?

- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

No fundamental change in the service provision is proposed in terms of the number/frequency of collections of waste and recycling. The impact assessment highlights the need for communication to ensure that service users such as those who face language barriers or learning disabilities understand the changes to the service and the options for obtaining bags. In general, communications will encourage responsible management of waste by residents and the landlords of rented properties.

Recycling bags will be available from public buildings/sites (eg. libraries, with all residents in Haringey living within one mile of their local branch) and where circumstances dictate could be posted out to residents who are unable to access one of these sites.

6. a) What changes if any do you plan to make to your proposal as a result of the equality impact assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance (part 11)

Outcome	Y/N
No major change: the EIA demonstrates the policy is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.	Y
Adjust the policy: the EIA identifies potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy.	N
Continue the policy: the EIA identifies the potential for adverse impact or missed opportunities to promote equality. Clearly <u>set out below</u> the justifications for continuing with it. For the most important relevant policies, compelling reasons will be needed.	N
Stop and remove the policy: the policy shows actual or potential unlawful discrimination. It must be stopped and removed or changed.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

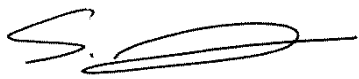
Impact	Action	Lead officer	Timescale
Removal of delivery of	Continued free provision of		

bags for waste and recycling to the door	recycling bags from public buildings.	Commissioning & Client Manager	April 2017
Understanding service changes	Promotion of availability of recycling bags at public buildings/need to purchase own residual waste bags to be communicated across the borough on website and through other media.	Commissioning & Client Manager	April 2017

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

We will monitor service user feedback received through complaints and enquiries.

7. Authorisation

EIA approved by .  (Assistant Director/ Director)	Date 3 rd February 2017
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8. Publication

Please ensure the completed EIA is published in accordance with the Council's policy.

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Report for: Cabinet 14th February 2017

Item number: 12

Title: Review of Fees and Charges 2017-18

Report authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Oladapo Shonola, Budget & MTFs Senior Programme Manager

Ward(s) affected: ALL

**Report for Key/
Non Key Decision:** Key.

1. Describe the issue under consideration

- 1.1. The Council's income policy requires an annual review of the level of the fees and charges levied upon service users with a view to ensuring that income is maximised commensurate with the full recovery of costs.
- 1.2. This report sets out the Fees & Charges that are proposed to be applied to services for the year 2017/18. This report considers the relevant factors affecting the review of fees and charges, identifies those services where an increase is being proposed and seeks:
 - Approval to increase the fee or charge rate to those services where an increase is proposed in line with inflation.
 - Member's agreement where an alternative approach is being proposed.

2. Cabinet Member introduction

- 2.1. It is important that, as part of our on-going financial planning, we comply with the Council's policy to review annually our fees and charges taking account of issues such as the general economic climate and the Council's overall financial position.
- 2.2. Taking all relevant factors into account I believe that the increases in fees and charges proposed in this report are appropriate. I therefore commend this report to the Cabinet.

3. Recommendations

- 3.1. The Cabinet is asked:
 - To agree the proposed fees and charges to be levied by the Council with effect from 1 April 2017 (unless otherwise stated) including new fees and charges for street naming and numbering, some services within Registrars and Waste and Parks Services as detailed in the appendices;

- To agree the revised fees and charges for **Adults' Services** as set out in **Appendix I** with effect from 1 April 2017;
- To agree the revised fees and charges for **Traffic Management Services** as set out in **Appendix II** with effect from 1 April 2017;
- To agree the fees and charges for **Libraries Services** as set out in **Appendix IIIa** with effect from 1 April 2017;
- To agree the revised fees and charges for **Cultural Services** as set out in **Appendix IIIb** with effect from 1 April 2017;
- To agree the revised fees and charges for **Garage Rents** as set out in **Appendix IV** with effect from 1 April 2017;
- To agree the revised fees and charges for **Asset Management Services** as set out in **Appendix V** with effect from 1 April 2017;
- To agree the revised fees and charges for **Court Summons** as set out in **Appendix VI** with effect from 1 April 2017;
- To agree the revised fees and charges for **Adult Learning (HALS)** as set out in **Appendix VII** with effect from 1 April 2017;
- To agree the revised fees and charges for **Waste Collection Services (Neighbourhood Action)** as set out in **Appendix VIII** with effect from 1 April 2017;
- To agree the revised fees and charges for **Parks Services** as set out in **Appendix IXa** with effect from 1 April 2017;
- To agree the revised fees and charges for **Parks Events Services** as set out in **Appendix IXb** with effect from 1 April 2017;
- To agree the revised fees and charges for **Registrars** as set out in **Appendix X** with effect from 1 April 2017;
- To agree the revised fees and charges for **Regulatory Services (excluding Licenses)** as set out in **Appendix XI** with effect from 1 April 2017;
- To agree the revised fees and charges for **Building Control Services** as set out in **Appendix XII** with effect from 1 April 2017;
- To agree the fees and charges for **Children's Services** as set out in **Appendix XIII** with effect from 1 April 2017;
- To note where specific changes in fees and charges form part of savings proposals in the Medium Term Financial Strategy (MTFS) report elsewhere on this agenda;
- To note the findings of equalities assessments as set out in section 8 of the report and available in full at Appendix A;
- To note that no increases are being recommended for 2017/18 at this stage for Library services or Children's Centres as separate reviews are underway in these service areas; and
- Note that the Council's MTFS assumes that the increases set out in this report are agreed.

4. Reasons for Decision

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

5. Alternative options considered

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

6. Background information

- 6.1. The Council's policy in relation to varying external income rates reflects that:
- Service managers should review the level of fees and charges annually as part of the budget setting process;
 - Charges should generally increase by RPI as a minimum and also seek to maximise allowable income;
 - A full list of proposed charges should be presented to Cabinet by the end of March each year.
- 6.2. The setting of fees and charges, along with raising essential financial resources, can contribute to meeting the Council's objectives. Through the pricing mechanism and wider market forces, outcomes can be achieved and services can be promoted through variable charging policies and proactive use of fees to promote or dissuade certain behaviours. In the main, fees and charges should be set at a level where the full cost of provision is recovered through the price structure. However in many circumstances those charges are reduced through subsidy to meet broader Council priorities.
- 6.3. This report meets the requirements of the Council's external income policy for the 2017-18 financial year and as such contains details of the current and proposed levels of fees and charges to take effect as set out during that year.

7. Review of Fees & Charges

- 7.1. Some fees and charges are set by statute and cannot be changed, such as the amount charged for a marriage or civil partnership ceremony or for a Birth Certificate. Many fees and charges, for example residential care or Building Control, can only recover relevant costs. The level of other fees and charges are at the discretion of the Council.
- 7.2. The Council also has a set of strategic and policy objectives, and fees and charges should be set in accordance with such objectives.
- 7.3. The principles underpinning the Council's external income policy are that all fees and charges are reviewed annually and income is maximised within current service

and policy objectives. The competitiveness of the market in which the service operates and the effect of price on demand and overall income yield should be considered. Some services are restricted to cost recovery.

- 7.4. The MTFs assumes that fees and charges increase by a minimum of 1.5% unless there is good reason not to, which should be explained. RPI is currently running at 2.5% (1.7% average over 2016).
- 7.5. In some cases where a 1.5% increase would give a very small cost increase and/ or result in a charging rate that would be difficult to administer e.g. a resultant 36p charge might require disproportionate effort of maintaining change floats etc. Services have been asked to take account of factors such as the last time a rise was imposed (i.e. an assessment of the compounded inflationary rate) and make appropriate proposals; the proposed rate can be seen in the appendices.
- 7.6. For reference RPI levels in 2016 are set out in the table below:-

Table 1 – Annual RPI Inflation Jan. to Dec. 2016

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
RPI (%)	1.3%	1.3%	1.6%	1.3%	1.4%	1.6%	1.9%	1.8%	2.0%	2.0%	2.2%	2.5%

Average Jan to Dec 2016 = 1.7%

- 7.7. A number of fees and charges cannot be set by the Cabinet. Regulation 2(6) of the Local Authorities (Functions and Responsibilities)(England) Regulations 2000 provides that charges for certain approvals, consents, permits and licenses (e.g. licensing/planning/consent under the Highways Act 1980) may not be made by the Executive (Cabinet). These fees are set by the Council's Regulatory Committee and a separate report will be prepared for that committee before the start of the financial year.

8. Service Specific information

- 8.1. The Appendices I – XIII detail the services' fees and charges, showing the 2016-17 rate and the proposed 2017-18 rate with the uplift, if any, applied. Each service proposal is also summarised below.

Adult Services (See Appendix I)

- 8.2. Charges for the provision of adult care are means tested on an individual basis in accordance with section 14 of the Care Act 2014, which takes into account both income and assets possessed by the individual. This may or may not include an individual's residential home depending on whether the individual is receiving residential or community care. Charges are limited to cost recovery only.

- 8.3. The increases are generally in line with RPI inflation, which is approaching 3%, but due to rounding to the nearest 5 or 10 pence for smaller fees/charges, some increases may be higher than 3%.
- 8.4. With RPI inflation running at 2.5% and also that the proposed increases are modest relative to inflation, the overall impact of the proposed increases are therefore assessed to be low. An equalities screening tool has been completed in relation to the proposed fee and charges changes for Adults' Services.

Traffic Management (See Appendix II)

- 8.5. These are charges relating to residents and other borough wide parking permits, CPZ pay and display and CPZ Stop and shop. Charges are made in accordance with the provisions of the Road Traffic Regulation Act 1984. The Secretary of State recommends that authorities set charges at levels which are consistent with the aims of the authority's transport strategy, including its road safety and traffic management strategies. Charges should not be designed to raise revenue.
- 8.6. The service is currently undertaking a review of residents and visitors permits as part of the next refresh of the MTFS. Overall, charges are increasing by around 3%. No increases in resident visitor permits or CO2 based permits are included in this report as they form part of an MTFS proposal elsewhere on this agenda.
- 8.7. An equalities impact assessment (EqIA) has been completed in relation to this proposed fee change. The EqIA notes that the proposed changes are not anticipated to have a disproportionate impact in relation to groups with the protected characteristics. The increase in annual charges proposed is modest, therefore whilst there may be a greater impact for those on low incomes, the overall impact of the policy change is judged to be low.

Libraries (See Appendix IIIa) & Culture (See Appendix IIIb)

- 8.8. The Library Charges (England and Wales) Regulations 1991 stipulate the items and services that may be charged for. Charges are at the discretion of the authority, and the authority may make different provision for different cases including different provision in relation to different persons, circumstances or localities. There can be no charge for the loan of written material (section 8 of the Public Libraries and Museums Act 1964).
- 8.9. A separate review of library charges is underway and therefore no increases are proposed for this service pending the results of that review.
- 8.10. For Cultural Services, fees and charges have been increased in line with RPI inflation for community events. Charges for corporate events have been either increased in line with inflation or where above inflation to bring them in line with charges for similar venues in the borough. Other charges have been increased marginally where these are in scope to do so.
- 8.11. All other services and access to the museum remain free. The service will continue to collect feedback from service users and monitor any barriers to use.
- 8.12. An equalities impact assessment (EqIA) has been completed for the proposed changes to fees in Cultural Services. Fee increases have been kept at less than 4% and are considered affordable compared to other boroughs. Where increases are

over 4%, this has been done to bring them in line with rates charges for similar venues. All other services and access to the museum remain free. The changes have therefore been assessed as having a minimal impact and are not anticipated to impact disproportionately on any of the protected groups. The service will continue to collect feedback from service users and monitor any barriers to use.

Garage Rents (See Appendix IV)

- 8.13. An increase in Garage rents was agreed in principle by Cabinet in December 2014 as part of the Medium Term Financial Strategy. Prior to this, there had been no increase in garage rents for over eighteen years and it was agreed that in the future these were reviewed annually alongside all other fees and charges.
- 8.14. The December 2014 decision was to move to applying market rates for all garages, with the initial increases for 2016/17 to provide valuable market data to the Council on the demand and price elasticity of garages across the different areas of the borough and inform future pricing decisions to maximise income. The service is confident that a further increase of around 20% for 2017/18 is achievable.
- 8.15. An equalities impact assessment (EqIA) has been completed in relation to the proposed changes. The proposed changes could impact disproportionately on residents that are more reliant on parking provision due to mobility issues, such as elderly and disabled residents. However, disabled parking provision is widely available on Homes for Haringey estates and is prioritised for residents. In addition, there is a £4 per week reduction for disabled and elderly residents to mitigate the impact of the rent increase.

Asset Management (See Appendix V)

- 8.16. Most rents for commercial properties are set through commercial negotiations with the tenant as part of the initial lease and subsequent rent reviews. The rents are set using nationally agreed RICS formulae taking into account variables such as location, size and condition of the property. The rent payable at the time of entering into a lease is very much dependent on market forces driving best consideration and once agreed is usually fixed for periods of up to 5 years before review. Commercial rent amounts are therefore not included for approval in this report.
- 8.17. All other charges such as room hire and staff car parking have increased by inflation.
- 8.18. Concessions will continue to be offered for room hire for charities and partners and for blue badge holders and those with temporary medical conditions for parking charges. An equalities screening tool has identified no adverse impact and therefore a full EqIA is not required.

Court Costs (See Appendix VI)

- 8.19. Legislation under the Council Tax (Administration and Enforcement) Regulations 1992 and the Non-Domestic Rating (Collection and Enforcement) Regulations 1989 defines that the cost of summons and a liability order is reasonably incurred. The cost of summons and liability orders is reviewed annually to ensure it remains fair and reasonable. Following a challenge in the High Court, the costs of Council Tax

summons in Haringey were reviewed by Grant Thornton and the recommendations from that review were built into the current year charges.

- 8.20. The 2016/17 level of charges are broadly in line with other London Boroughs and it would be prudent to keep them at the same level for 2017/18.
- 8.21. An equalities screening tool has been completed in relation to the proposed fee changes. The proposed changes could impact any liable person regardless of circumstances and is therefore not anticipated to impact disproportionately on protected groups. Therefore, a full equalities impact assessment has not been carried out.

Adult Learning (HALS) (See Appendix VII)

- 8.22. The proposed increase averaging 2.6% is based on peer group benchmarking, learner feedback and understanding of the market. The service is of the view that the market will bear these rises without any fall off in demand. Members are asked to note that, as in previous years, the proposed fee increases will only be applied from the start of the 2017/18 academic year, as opposed to the financial year.
- 8.23. An equalities screening tool has been completed in relation to the proposed fee increase for Adult Learning. The only group that might be affected are older learners. In mitigation, HALS will maintain the two key subsidies that can benefit particularly older learners: a) 50% discount for those in receipt of state benefits including pension; b) a further 10% for registered carers. Given, the subsidies available to older learners and the fact that proposed increases are, overall, in line with inflation these proposed increases have been assessed as having a minimal impact and not anticipated to disproportionately impact on any of the protected groups. Therefore, a full EqIA is not required.

Waste (See Appendix VIII)

- 8.24. Fees are set in consultation with Veolia who manage the joint partnership for commercial waste and the proposed increase is primarily based on market information. The commercial market is very competitive and it is not proposed that these charges are increased for 2017/18.
- 8.25. Small inflationary increases are proposed for recycling bins in line with proposals in the MTFS and a new charge is proposed for bulk recycling bin hire.
- 8.26. For fixed penalty notices, the charges are set nationally and no increase applies.
- 8.27. An equalities impact assessment (EqIA) has been completed with reference to the proposed changes. The proposed changes are not expected to have a disproportionate impact on any protected group and will be monitored through compliance data.

Parks Services (See Appendix IX a) including Events (See Appendix IX b)

- 8.28. The allotment service is currently under review as part of the Priority 3 More Than Parks Project in conjunction with the Allotment Forum. Part of the proposal includes rent and water rate increases. These proposals are due to be consulted on over the

next 3-4 months, so no fee increases are proposed in this report pending the outcome of the consultation.

- 8.29. The fees charged for use of sports pitches has mostly been increased in line with inflation. Fees have been rounded up where small amounts are involved and this may sometimes result in above inflation increases.
- 8.30. The Council operates in a competitive market, particularly for major events that take place in Finsbury Park. Prices were last reviewed in January 2014 and kept constant in 2015/16. However market research indicates that competing parks are planning price increases and thus an increase of 3% is proposed for commercial events.
- 8.31. A review/market testing exercise of charges for parks based organised exercise/personal training events has resulted in proposed increases for all categories (ranging from 500 – 7,000 people) to bring them in line with other surrounding boroughs . The report also proposes two new categories of charges for up to 8,000 and 10,000 people for park based organised exercise/personal training use.
- 8.32. Above inflation increases are also proposed for the commercial use of parks for funfair and circus. The increase will bring charges in line with comparable boroughs and to reflect the potential damage to the site and the high footfall at these events. These increases are being proposed after market testing exercises and will allow charges to be brought in line with those of surrounding boroughs.
- 8.33. An equalities screening tool has been completed in relation to the proposed fee increases for parks events. The proposal relates to fees which are covered by the Outdoor Events Policy. The existing policy has been drafted to ensure that there is no adverse impact on any of the protected groups. Community groups connected to parks are offered free access and there is a small grants scheme available for other community groups. The changes have therefore been assessed as having a minimal impact and are not anticipated to impact disproportionately on any of the protected groups.

Registrars (See Appendix X)

- 8.34. Most fees in the Registrar's office are set by the General Register Office, and were last revised in April 2014 – these cannot be changed by the Council. The Council can however set fees for discretionary services. The Registrars service is proposing to make a number of changes to their charges to better recover costs in light of the overall market, as they are in competition with other boroughs / providers, and to stimulate demand. The proposals attached aim, as a minimum, to enable current income to be achieved whilst providing a comprehensive service.
- 8.35. The service is proposing to increase some fees by inflation and also to reflect cost recovery and others to bring charges in line with neighbouring boroughs. Some fees will be reduced to increase access to services. The Service is also proposing to introduce new charges as an incentive to encourage customers to attend appointments. Non-attendance will result in forfeiture of booking fee, if, however, the customer attends the appointment, the booking fee will be offset against the certificate that is being issued. The introduction of this charge will ensure that the

number of 'no-shows' to appointments is kept to a minimum and the supply of appointment is protected.

- 8.36. Statutory fees, set in accordance with the Marriage and Registration Acts, apply to the following services: birth, deaths and still birth registrations; entering a notice of marriage in a marriage notice book; attending a marriage at a register office; signing of the civil partnership schedule and giving notice to a registration authority under the Civil Partnership (Registration Abroad and Certificates) Order 2005, article 17(2) (certificate of no impediment).
- 8.37. Non statutory fees may be set by the local authority as follows: attendance of a Registrar (or deputy registrar) and Superintendent Registrar (or Deputy Superintendent Registrar) at an approved premises for a marriage ceremony; attendance of a civil partnership registrar at an approved premises for a civil partnership registration; non refundable booking fee for a wedding or civil partnership ceremony; attendance of a Superintendent Registrar or deputy Superintendent Registrar at a private Citizenship ceremony; application fee for the Nationality Checking Service.
- 8.38. **Marriage/civil partnership ceremonies:** the Marriage Act 1949 (as amended) and the Civil Partnership Act 2004 make provision for local authorities to approve premises for the purpose of marriage and civil partnership ceremonies. The Marriage and Civil Partnership (Approved Premises) Regulations 2005 enables the Council to determine a fee to cover the costs of providing for the prescribed personnel to attend the formalities; such fee must reasonably represent the costs of provision. Under the regulations it is permissible for the authority to set different fees for different cases or circumstances.
- 8.39. **Citizenship ceremonies:** the British Nationality (General) Regulations 2003 made under the British Nationality Act 1981 as amended, require local authorities to make available or make arrangements for premises at which citizenship ceremonies may be conducted. The Council must comply with this requirement although the Secretary of State may make a payment to a local authority for carrying out this duty. However additionally, under schedule 1 of the Nationality, Immigration and Asylum Act 2002 the Council is able to provide facilities or make arrangements in addition to those which it is required to provide or make, and may make a charge for the provision of the additional service provided the charge does not exceed the cost of its provision.
- 8.40. **Nationality Checking Service and Immigration Advice Service:** provision of these services are authorised by section 1 of the Localism Act 2011 (general power of competence). Section 93(1) of the Local Government Act 2003 enables the Council to charge for the provision of discretionary services provided that the income from charges made for the service does not exceed the costs of provision.
- 8.41. An equalities impact assessment (EqIA) has been completed in order to consider the impact of the proposals on the diversity of the service's customers. The EqIA suggests that the impact of the proposals will be generally neutral. However, increased provision of services outside normal working hours may slightly impact staff with children. In mitigation the service will ensure that staff are given adequate notice where they are needed, and the service is also recruiting additional casual staff to cover wedding events. The new fees will also have a positive impact in terms of increased access to the service, particularly for people that may wish to get married outside of normal hours.

Regulatory Services (See Appendix XI)

- 8.42. These charges relate to Pest Control, Mortuary, Environmental permits and Local Authority Pollution Prevention Control (LAPPC) mobile plant charges. Fees are permissible by Acts of parliament. Environmental Permit fees are set by statute.
- 8.43. In most cases small or nil increase is proposed. The key change proposed is the reduction in the concession awarded to 50% rather than current concession charge of 35% of the full charge. This reduction in concession is proposed following a review of concessions made by other local authorities in London.
- 8.44. Mortuary fees are proposed to increase based on market data showing that our fees are lower than neighbouring boroughs. Other fees which are in line with the market have been increased by RPI.
- 8.45. Fee changes in regulatory services have been subject to equalities screening. These changes will have a low impact overall and are not expected to have a disproportionate impact on any protected groups. A full EqIA is therefore not required in relation to these changes.

Building Control (See Appendix XII)

- 8.46. Charges are required to be set so that the Building Regulations service breaks even over a 3 year period.
- 8.47. During 2015/16 the service undertook a detailed review of fees and charges. This resulted in a schedule that reflects the actual costs of delivering the service and was benchmarked against other planning authorities. Therefore, it is proposed that most fees and charges increase by 1.5%. The cost of service provision to commercial organisations has been reviewed and charges have been increased to reflect cost recovery in line with Council policy. Nil increase is proposed for local land charges as these are at full cost recovery already.
- 8.48. A change is proposed to cease subsidy of pre-application advice and planning performance agreements to householders. This proposal is not likely to have an impact on any protected group.
- 8.49. HMRC have ruled that local land search charges are liable for VAT and has instructed all local authorities to start applying VAT on these items. Therefore, the cost of conducting a local land search will go up by 20% in Haringey from 1 April 2017. There is no scope to absorb the 20% increase within current price as the service is currently not achieving its income target and Haringey charges are lower than neighbouring boroughs.
- 8.50. A new charge is being proposed for street naming and numbering. These fees have been based on actual time/cost for officer(s) and benchmarked against other London Boroughs.
- 8.51. An equalities screening has been completed in relation to the proposed changes. The proposed increase to the demolition notice fee is intended to enable the service to address the time taken to deal with notices. The proposed fee increase is low and is not anticipated to impact disproportionately on any of the protected groups.

Children's Services (see Appendix XIII)

- 8.52. The Council charges for places at children's centres. A separate review is underway of these rates and the results will be reported back to this committee when available. No increases are being recommended pending that review.

9. Contribution to strategic outcomes

- 9.1. Maximising the Council's resources, in particular in the current financial climate, is a key part of the Council's Medium Term Financial Strategy. In addition the review of fees and charges has taken into account the Council's strategy and policies regarding that particular service.

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

- 10.1. There are a number of areas where the service is advising that it has been unable to meet its current budgeted income level. For these areas there are two options available; either:
- Fee levels could be increased without a commensurate increase in the level of the income budget; this would seem to be justified if the effect on **demand** from a fee increase is considered to be unaffected. In this case a fee increase could be applied which might have the effect of making the current budget level more achievable; or
 - If the level of fees is discouraging demand then an increase in fees would tend to worsen the achievement of income. In this case an increase in fees would appear to be counterproductive.
- 10.2. In either case a decision to not increase the service's income target would be neutral on the overall budget position.
- 10.3. **The Assistant Director of Corporate Governance has been consulted on this report.**
- 10.4. Certain fees for services provided by local authorities are prescribed in the parent legislation or in regulations made under the parent legislation. In such instances the Council has no discretion as to the level of the charge.
- 10.5. There is a further range of services where specific legislative provisions allow authorities to decide whether to charge and how much.
- 10.6. In addition, section 93 Local Government Act 2003 permits local authorities to charge for discretionary services, provided that there is no alternative power allowing the local authority to charge and provided that there is nothing in the parent legislation preventing the local authority from charging for these discretionary services. Where the Council charges for such discretionary services, it has a duty to secure that, taking one financial year with another, the income from charges does not exceed the costs of provision. Section 93 permits the Council to charge only some persons for providing the discretionary service and also permits the Council to charge different persons different amounts for providing a service.
- 10.7. In instances where the section 93 Local Government Act 2003 charging powers for discretionary services do not apply, the Council may be able to rely upon charging

powers under section 1 of the Localism Act 2011 (general power of competence). Similarly, under this provision, the Council may not recover more than the cost of providing that service. Recovery is assessed taking one year with another.

- 10.8. In reviewing fees and charges, services need to demonstrate that they have had due regard to the overarching Public Sector Equality Duty as set out in the Equality Act 2010.
- 10.9. Certain fees may not be set by the Cabinet. Regulation 2 (6) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provides that decisions on certain approvals, consents permits and licenses (for example premises licences; licenses for street trading) cannot be made by the Executive (Cabinet). Likewise, charges for such approvals, consents permits and licenses may not be made by the Cabinet. These fees will be set by the Regulatory Committee.

Equalities Comments

- 10.10. The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:
 - tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - advance equality of opportunity between people who share those protected characteristics and people who do not;
 - foster good relations between people who share those characteristics and people who do not.
- 10.11. The proposed fee changes set out within this report have all been subject to equalities screening. Where the screening process has identified a potential disproportionate impact for the protected groups, a full EqIA has been completed. The results of the equalities screening and EqIA process are highlighted for each of the proposed changes in section 8 of this report.

11. Policy Implication

- 11.1. The Council's income policy requires that an annual review takes place and this report meets that policy obligation.

12. Use of Appendices

Appendix I	Adults' Services
Appendix II	Traffic Management
Appendix III a	Libraries Charges
Appendix III b	Cultural Services Charges
Appendix IV	Garage Rents
Appendix V	Asset Management
Appendix VI	Court Summons

Appendix VII	Adult Learning (HALs)
Appendix VIII	Neighbourhood Action – Waste Collection
Appendix IX a	Parks Services
Appendix IX b	Parks Events
Appendix X	Registrars
Appendix XI	Regulatory Services (excl. Licenses etc. set by Reg. Committee)
Appendix XII	Building Control
Appendix XIII	Children’s Services

Appendix A Equalities Screening Tools & Impact Assessments (EqIA) to follow:

Appendix A1	Adult Services – EqIA
Appendix A2	Traffic Management – EqIA
Appendix A3b	Cultural Services Charges - EqIA
Appendix A4	Garage Rents - EqIA
Appendix A5	Asset Management - EqIA
Appendix A6	Court Summons - Equalities Screening Tool
Appendix A7	Adult Learning (HALs) - EqIA
Appendix A8	Neighbourhood Action – Waste Collection - EqIA
Appendix A9a	Parks Services - Equalities Screening Tool
Appendix A9b	Parks Events - Equalities Screening Tool
Appendix A10	Registrars - EqIA
Appendix A11	Regulatory Services - Equalities Screening Tool
Appendix A12	Building Control - Equalities Screening Tool

13. Local Government (Access to Information) Act 1985

13.1. The EQIA’s can be accessed at :

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7850&Ver=4>

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Appendix I

Adult Services

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Emergency Response - Weekly Monitoring only	3.70	3.80	2.70%
Emergency Response - Weekly Monitoring and Visiting	6.35	6.50	2.36%
Osborne Grove Nursing Home - Weekly Nursing Care	1120.00	1120.00	0.00%
Linden Residential Home - Weekly Residential Care	1023.30	1023.30	0.00%
Winkfield Resource Centre - Sessional Drop-in	51.65	52.50	1.65%
Winkfield Resource Centre - Sessional Day Care	41.30	42.00	1.69%
Clarendon Day Centre - Sessional Day Care	41.30	42.00	1.69%
Haynes Day Centre - Sessional Day Care	41.30	42.00	1.69%
Grange Day Centre - Sessional Day Care	41.30	n/a	
Haven Day Centre - Sessional Day Care	41.30	n/a	
Meals on Wheels - Per meal	3.40	3.40	0.00%
Average			1.31%

Appendix II

Traffic Management

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
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Resident Visitor Permits

1 Hour residents standard	£ 0.35	£ 0.35	0.0%
2 Hour residents standard	£ 0.70	£ 0.70	0.0%
Daily resident standard	£ 3.50	£ 3.50	0.0%
Weekend permit standard	£ 8.50	£ 8.50	0.0%
2 Week permit standard	£ 13.70	£ 13.70	0.0%
1 Hour residents concessionary	£ 0.17	£ 0.17	0.0%
2 Hour residents concessionary	£ 0.35	£ 0.35	0.0%
Daily resident concessionary	£ 1.75	£ 1.75	0.0%
Weekend permit concessionary	£ 4.25	£ 4.25	0.0%
2 Week permit concessionary	£ 6.85	£ 6.85	0.0%
Traders Permits per day charge	£ 8.00	£ 8.20	2.5%
Traders Permits monthly	£ 142.80	£ 147.10	3.0%

Car Club Permit	£ 137.00	£ 141.10	3.0%
Doctors Permit	£ 262.00	£ 269.90	3.0%

Resident Permits**CO2 based****1st resident permits**

Up to 100 CO2 g/km - including electric vehicles)	£ 22.90	£ 22.90	0.0%
101-150 CO2 g/km	£ 57.10	£ 57.10	0.0%
151-185 CO2 g/km	£ 114.20	£ 114.20	0.0%
186 CO2 g/km and over	£ 171.30	£ 171.30	0.0%

2nd and further vehicles

Up to 100 CO2 g/km - including electric vehicles)	£ 22.90	£ 22.90	0.0%
101-150 CO2 g/km	£ 91.30	£ 91.30	0.0%
151-185 CO2 g/km	£ 148.40	£ 148.40	0.0%
186 CO2 g/km and over	£ 228.40	£ 228.40	0.0%

Engine Size based pre 23rd March 2001

1549cc or less	£ 57.10	£ 57.10	0.0%
1550cc to 3000cc	£ 114.20	£ 114.20	0.0%
3001cc and above	£ 171.30	£ 171.30	0.0%

2nd and further vehicles

1549cc or less	£ 91.30	£ 91.30	0.0%
1550cc to 3000cc	£ 148.40	£ 148.40	0.0%
3001cc and above	£ 228.40	£ 228.40	0.0%

Garden Barriers card (1st card free)

	£ -	£ -	
1st Replacement	£ 50.00	£ 51.50	3.0%
2nd Replacement	£ 100.00	£ 103.00	3.0%
3rd Replacement	£ 250.00	£ 257.50	3.0%

Essential Service Permits

Up to 100 CO2 g/km - including electric vehicles)	£ 164.00	£ 168.90	3.0%
101-150 CO2 g/km	£ 328.00	£ 337.80	3.0%
151-185 CO2 g/km	£ 546.50	£ 562.90	3.0%
186 CO2 g/km and over	£ 656.00	£ 675.70	3.0%

Appendix II

Traffic Management

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
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**Essential Service permits engine size vehicle registered before
23 March 2001**

1549cc or less	£ 328.00	£ 337.80	3.0%
1550cc to 3000cc	£ 546.50	£ 562.90	3.0%
3001cc and above	£ 656.00	£ 675.70	3.0%

Essential Transferable permit x10 per Organisation - for council & NHS only	£ 636.60	£ 655.70	3.0%
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Borough Wide Permit

Up to 100 CO2 g/km	£ 206.00	£ 212.20	3.0%
101-150 CO2 g/km	£ 433.00	£ 446.00	3.0%
151-185 CO2 g/km	£ 618.00	£ 636.50	3.0%
186 CO2 g/km and over	£ 824.00	£ 848.70	3.0%

**Borough Wide Permit vehicles registered
before 23rd March 2001**

1549cc or less	£ 433.00	£ 446.00	3.0%
1550cc to 3000cc	£ 618.00	£ 636.50	3.0%
3001cc and above	£ 824.00	£ 848.70	3.0%

**Essential Service permits for School and
Ministers of Religion**

Up to 100 CO2 g/km	£ 22.90	£ 23.60	3.1%
101-150 CO2 g/km	£ 57.10	£ 58.80	3.0%
151-185 CO2 g/km	£ 114.20	£ 117.60	3.0%
151-185 CO2 g/km	£ 171.30	£ 176.40	3.0%

**Essential Service permits for School and Ministers of Religion
vehicles registered before 23 March 2001**

1549cc or less	£ 57.10	£ 58.80	3.0%
1550cc to 3000cc	£ 114.20	£ 117.60	3.0%
3001cc and above	£ 171.30	£ 176.40	3.0%

Essential Service Daily Voucher only Councils & including NHS	£ 4.30	£ 4.40	2.3%
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Utility

Up to 100 CO2 g/km	£ 206.00	£ 212.20	3.0%
101-150 CO2 g/km	£ 618.00	£ 636.50	3.0%
151-185 CO2 g/km	£ 824.00	£ 848.70	3.0%
186 CO2 g/km and over	£ 1,030.00	£ 1,060.90	3.0%

2001

1549cc or less	£ 618.00	£ 636.50	3.0%
1550cc to 3000cc	£ 824.00	£ 848.70	3.0%
3001cc and above	£ 1,030.00	£ 1,060.90	3.0%

Appendix II

Traffic Management

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
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Business Permit

Up to 100 CO2 g/km - including electric vehicles)	£ 103.00	£ 106.10	
101-150 CO2 g/km	£ 206.00	£ 212.20	3.0%
151-185 CO2 g/km	£ 309.00	£ 318.30	3.0%
186 CO2 g/km and over	£ 412.00	£ 424.40	3.0%

Engine Size based pre 23rd March 2001

1549cc or less	£ 206.00	£ 212.20	3.0%
1550cc to 3000cc	£ 309.00	£ 318.30	3.0%
3001cc and above	£ 412.00	£ 424.40	3.0%

Carers

Up to 100 CO2 g/km - including electric vehicles)	£ 22.90	£ 23.60	3.1%
101-150 CO2 g/km	£ 57.10	£ 58.80	3.0%
151-185 CO2 g/km	£ 114.20	£ 117.60	3.0%
186 CO2 g/km and over	£ 171.30	£ 176.40	3.0%

Engine Size based pre 23rd March 2001

1549cc or less	£ 57.10	£ 58.80	3.0%
1550cc to 3000cc	£ 114.20	£ 117.60	3.0%
3001cc and above	£ 171.30	£ 176.40	3.0%

Spurs event day visitor permit	£ 2.00	£ 2.10	5.0%
Spurs resident	£ -	£ -	
Spurs Business	£ -	£ -	
Blue Badge	£ 10.00	£ 10.00	0.0%
Administration Fee for changes/reissue	£ 11.40	£ 11.70	2.6%
Monthly residents	£ 22.90	£ 23.60	3.1%
Courtesy car residents	£ 22.90	£ 23.60	3.1%
Companion Badge	£ 22.90	£ 23.60	3.1%
Car Park Season Ticket 4 sites	£ 243.20	£ 250.50	3.0%
Car Park Season Ticket 4 sites	£ 146.20	£ 150.60	3.0%
Bury Road Car Park - Quarterly	£ 70.00	£ 72.10	3.0%
Bury Road Car Park -Annual	£ 269.70	£ 277.80	3.0%
Brunswick Road Car Park	£ 139.90	£ 144.10	3.0%
Lawrence Road Car Park	£ 1,071.00	£ 1,103.10	3.0%

Highway Licences**Scaffolding**

(Includes Site Inspection Fee)	£ 371.40	£ 382.50	3.0%
Revisit Fee - per visit	£ 34.20	£ 35.20	2.9%
Emergency Inspection	£ 80.00	£ 82.40	3.0%

Hoarding

(Includes Site Inspection Fee)	£ 371.40	£ 382.50	3.0%
Revisit Fee - per visit	£ 34.20	£ 35.20	2.9%
Emergency Inspection	£ 80.00	£ 82.40	3.0%

Container

(88.68 per week for storage on carriageway)	£ 171.30	£ 176.40	3.0%
Revisit Fee - per visit	£ 34.20	£ 35.20	2.9%

Appendix II

Traffic Management

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
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Mobile Crane

(includes 60.00 Inspection fee)	£ 411.00	£ 423.30	3.0%
Revisit Fee - per visit	£ 34.20	£ 35.20	2.9%
Oversail Crane	£ 628.00	£ 646.80	3.0%
Revisit Fee - per visit	£ 34.20	£ 35.20	2.9%
Crossovers - Inspection/Estimate Fee	£ 285.50	£ 294.10	3.0%
T/TMO's	£ 3,425.35	£ 3,528.10	3.0%
Emergency TMO	£ 263.94	£ 271.90	3.0%
Suspensions - Admin charge	£ 78.00	£ 80.30	2.9%
per bay per day charge	£ 16.80	£ 17.30	3.0%
per Skip Licence	£ 80.30	£ 82.70	3.0%
Materials Licence	£ 80.30	£ 82.70	3.0%
Combined Skip/Materials Licence	£ 91.80	£ 94.60	3.1%
Average			2.3%

Appendix III a

Library Services

Services that we charge for (1)	Proposed 2016/17 charge (3) £	Proposed 2017/18 charge (3) £	Change (4)
Reservations (items already in stock)	£ 1.10	£ 1.10	0.0%
Reservations (items not in stock)	£ 2.50	£ 2.50	0.0%
Reservations (over 60s)	£0.70/£1.50	£0.70/£1.50	0.0%
Overdue books – per item per day (except DVDs)	£ 0.22	£ 0.22	0.0%
Overdue books – per item per day (except DVDs). Over 60s	£ 0.12	£ 0.12	0.0%
Maximum overdue charge per item (except DVDs) – standard charge	£ 6.60	£ 6.60	0.0%
Maximum overdue charge per item (except DVDs) – Over 60s charge	£ 3.30	£ 3.30	0.0%
Lost ticket replacement	£ 2.20	£ 2.20	0.0%
Lost ticket replacement for over 60s and under 16s	£ 1.10	£ 1.10	0.0%
DVD/Blu-ray: Blockbuster per loan for two days	£ 3.00	£ 3.00	0.0%
DVD/Blu-ray hire: films per loan for one week	£ 1.20	£ 1.20	0.0%
Multi DVDs (sets of 4 or more) per loan for one week	£ 2.00	£ 2.00	0.0%
Music CD hire per loan for one week.	£ 0.55	£ 0.55	0.0%
Music CD hire per loan for one week. Over 60s	£ 0.25	£ 0.25	0.0%
Spoken Word (Talking Books) per loan for 3 weeks	£ 1.00	£ 1.00	0.0%
Small Ads per 3 weeks	£ 3.00	£ 3.00	0.0%
Lost or damaged items: Out of print books per book	£ 18.50	£ 18.50	0.0%
Lost or damaged items: Hardback per book	£ 12.50	£ 12.50	0.0%
Lost or damaged items: Paperback per book	£ 6.50	£ 6.50	0.0%
Lost or damaged items: Out of production DVD/Blu-ray	£ 12.50	£ 12.50	0.0%
Photocopying charges	B&W A4 10p per sheet	B&W A4 10p per sheet	0.0%
	Colour A4 50p per sheet	Colour A4 50p per sheet	0.0%
Printing charges (from public network)	B&W A4 15p per sheet	B&W A4 15p per sheet	0.0%
	Colour A4 50p per sheet	Colour A4 50p per sheet	0.0%
FAX (per sheet)	Outgoing (UK) 1.1	Outgoing (UK) 1.1	0.0%
	International 1.6	International 1.6	0.0%
	Incoming 1.1	Incoming 1.1	0.0%
Average			0.0%

Appendix III b		Cultural Services	
Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
BRUCE CASTLE MUSEUM & ARCHIVES SERVICES			
Room Hire - Lecture Hall & Gallery			
1. Community rate - full day	£ 150.00	£ 155.00	3.3%
2. Community rate - half day	£ 75.00	£ 80.00	6.7%
3. Corporate rate - full day	£ 290.00	£ 300.00	3.4%
4. Corporate rate -half day	£ 145.00	£ 150.00	3.4%
Room Hire - Kitchen and Green Room			
1. Community rate - full day	£ 100.00	£ 105.00	5.0%
2. Community rate - half day	£ 60.00	£ 65.00	8.3%
3. Corporate rate - full day	£ 200.00	£ 210.00	5.0%
4. Corporate rate -half day	£ 100.00	£ 105.00	5.0%
Photocopying by Archive staff A4 B&W per page	£ 0.40	£ 0.40	0.0%
Photocopying by Archive staff A4 Colour per page	£ 1.50	£ 1.50	0.0%
Photocopying by Archive staff A3 B&W per page	£ 1.00	£ 1.00	0.0%
Photocopying by Archive staff A3 Colour per page	£ 3.00	£ 3.00	0.0%
Digital scan by Archive staff	£ 2.50	£ 2.50	0.0%
Provision of information on CD by Archive staff	£ 3.50	£ 3.50	0.0%
Minimum charge for remote orders and paying by cheque	£ 6.00	£ 6.00	0.0%
A4 microfilm printout from External Bureau	£ 0.50	£ 0.50	0.0%
A3 microfilm printout from External Bureau	£ 1.00	£ 1.00	0.0%
Camera licence fee (per day) - for personal phones/cameras used to take photos of documents	£5 for up to 10 images	£5 for up to 10 images	0.0%
Out of hours room hire			
1. Community (per hour)	£ 60.00	£ 62.00	3.3%
2. Commercial (per hour)	£ 100.00	£ 103.00	3.0%
Weddings - 3 hour room hire for wedding ceremonies	£ 350.00	£ 385.00	10.0%
School workshops	£ 40.00	£ 40.00	0.0%
- taught session for up to 30 children	£30 - self-led £50 for non-Haringey schools	£30 - self-led £50 for non-Haringey schools	0.0%
Children's parties			
2 hr hire incl. Facilitator	£ 160.00	£ 165.00	3.1%
Average			2.4%

Appendix IV

Garage Fees

Services that we charge for (1) Per Week	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Numbers	Change (4) %	Comments
Part A					
Status					
Currently Let	£ 8.90	£ 10.70	254	20.2%	A standard discounted garage rent applies for disabled and elderly residents. This is increasing by 19.5%.
	£ 9.20	£ 11.10	51	20.7%	
	£ 9.90	£ 11.90	8	20.2%	
	£ 10.00	£ 12.00	2	20.0%	
	£ 10.70	£ 12.90	1	20.6%	
	£ 10.75	£ 12.90	71	20.0%	
	£ 11.70	£ 14.10	2	20.5%	
	£ 12.00	£ 14.40	19	20.0%	
	£ 12.40	£ 14.90	83	20.2%	
	£ 12.70	£ 15.30	624	20.5%	
	£ 13.60	£ 16.40	1	20.6%	
	£ 13.90	£ 16.70	1	20.1%	
	£ 14.00	£ 16.80	15	20.0%	
	£ 14.10	£ 17.00	1	20.6%	
All Haringey residents who are over state pension age or registered disabled(1st garage that they rent).	£ 8.70	£ 10.40	Variable figure of the 1,133 let garages	19.5%	
Total			1,133	20%	

Garages let vary in charges depending on demand, locations and sizes
The above table group garages currently let by charges they currently pay.

Appendix V

Asset Management

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Ad Hoc Fees for professional Valuation Services	£ 49.90	£ 51.00	2.20%
Staff Car Parking	316	321	1.58%
Room Hire – Civic Centre / River Park House	£22.90 - £83.20 per hour	£23.30 - £84.70 per hour	1.77%
Schools FM - annual support charge	Managed centrally	Managed centrally	n/a
Hall Hire – Woodside House:	48.90 - 72.80 per hour	50 - 74 per hour	1.95%
Hornsey Town Hall Rooms			
- Day Rate (Commercial)	£ 624.25	See note below	
- Day Rate (Community)	£ 312.10	See note below	
- Day Rate (Town Hall Square)	£ 104.10	See note below	
Neighbourhood Resource Centre	£7.35-£31.20 per hour	£7.50-£31.80 per hour	1.95%
Average			1.89%

Note 1: Hornsey Town Hall - the building has been leased until formal disposal planned for mid 2017/18 - the rates are therefore no longer applicable.

Appendix VI

Court Summons CTAX & NNDR

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Council tax/NDR Summons and Liability Order charges			
Council tax summon costs	£ 102.00	£ 102.00	0.00%
Council tax Liability Order	£ 13.00	£ 13.00	0.00%
NDR summon costs	£ 155.00	£ 155.00	0.00%
NDR liability order	£ 25.00	£ 25.00	0.00%
Average			0.0%

Appendix VII

Adult Learning (HALS)

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %	Comments
Community Learning (ASL)				
CL: Wellbeing	£ 75.50	£ -	n/a	no longer offered
Wellbeing toolkit	£ 6.00	£ 6.20	3.3%	
Parenting Toolkit	£ 6.00	£ 6.20	3.3%	
Level 1 ITQ	£ 389.00	£ 397.00	2.1%	
Level 2 ITQ	£ 438.00	£ 447.00	2.1%	
MS Office workshops	£ 10.00	£ 10.20	2.0%	
FS ICT levels 2+3	£ 178.00	£ 181.50	2.0%	
Computer workshops	£ 50.00	£ 51.00	2.0%	
Adult Skills Budget (ASB)				
ASB: Counselling - Short	£ 325.00	£ 331.50	2.0%	
ASB: Counselling Long	£ 405.00	£ 413.00	2.0%	
Bookkeeping	£ 225.00	£ 229.50	2.0%	
Computerised Accounting	£ 225.00	£ 229.50	2.0%	
Certificate in payroll	£ 362.00	£ 369.00	1.9%	
ASB: ESOL (per hour)	£ 3.00	£ 3.20	6.7%	
Average			2.6%	

HALS maintains the two key subsidies that can benefit particularly older learners: a) 50% discount for those in receipt of state benefits including pension; b) a further 10% for registered carers.

Appendix VIII

Commercial waste collection and bin hire

Refuse				Comments
Charge Description	2016/17 charges	Proposed 2017/18 charges	Changes	
Sack – refuse	£1.50	£1.50	0.00%	
Heavy duty sack – refuse*	£1.75	£1.75	0.00%	
1100 litre bin – refuse	£17.45	£17.45	0.00%	
660 litre bin – refuse	£10.50	£10.50	0.00%	
360 litre bin – refuse	£6.00	£6.00	0.00%	
The commercial waste market is volatile with much competition between Veolia Haringey and smaller waste contractors who don't have such large overheads. In order for Veolia Haringey to remain competitive they need to be able to offer discounts on bulk sales, price matching to retain customers. An auditable process for discounts and price matching is being developed to ensure financial probity. Due to competition amongst private waste contractors - it is thought that any increase higher than 1.5% inflation would have a detrimental impact on the market share.				
Recycling				
Charge Description	2016/17 charges	Proposed 2017/18 charges	Changes	
Sack – recycling	£0.95	£1.00	5.26%	
Cardboard bundle tape	£0.95	£1.00	5.26%	
1100 litre bin – recycling	£8.90	£9.00	1.12%	
660 litre bin – recycling	£5.30	£5.40	1.89%	
360 litre bin – recycling	£2.95	£3.00	1.69%	
Household Bulk Waste Bin Hire				The new charge is effective from 2016/17
Charge Description (Per week)	2016/17 charges	Proposed 2017/18 charges	Changes	
Bulk refuse bin hire	£2.80	£3.40	21.43%	
Bulk recycling bin hire	£2.80	£2.85	1.79%	
The weekly hire charge enables the council to recover the purchase cost of the asset and pay for any repairs to the container.				
Average			3.2%	

Appendix VIII

Commercial waste collection and bin hire

FPNs				
FPN Type	Current fine level in Haringey	Allowed Range	Discount for early payment	Comments
Highways Act, 1980, various offences for example unauthorised marking of the highway, obstruction, skip offences	£100	Fixed - Government	£50	
EPA Section 87 littering	£80	£50-£80	£50 (not used)	Haringey Council does not offer these discounts
EPA Section 47 Receptacles for Commercial	£110	£75-£110	£60 (not used)	
CoPA Section 5 - Waste Carrier	£300	Fixed - Government	£180 (not used)	
EPA Section 34 - Fail Waste Transfer Note S34	£300	Fixed - Government	£180 (not used)	
Health Act Section 7 Smoke free Individual	£50	Fixed - Government	£30	
Health Act Section 6 Smoke free Signage	£200	Fixed - Government	£150	
LLA Section 34 Breach of St Trad. Licence	£100	Fixed - Government	£60	
LLA Section 38 Unlicensed Street Trading	£150	Fixed - Government	£90	
Community Protection Notice FPN	£100	Up to £100 if appropriate		
Public Space Protection Order FPN	£100	Up to £100 if appropriate		
EPA Section 33 (1) fly tipping	£400	Up to £400 if appropriate		

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
ALLOTMENTS			
Allotment per 25m2 per year	£ 6.35	£ 6.35	0.0%
Pension / Disabled concession 50% Discount	£ 3.18	£ 3.18	0.0%
Out of Borough Surcharge	£ 9.10	£ 9.10	0.0%
Water Charge per 25m2 per year	£ 2.75	£ 2.75	0.0%
SPONSORSHIP			
Tree Sponsorship (All Areas)	£ 250.00	£ 250.00	0.0%
Stainless steel, surface mounted bench plaque	£ 100.00	£ 100.00	0.0%
Woodfurn Tudor Oak Bench 1.4m	£ 620.00	£ 620.00	0.0%
Parklane hardwood seat 1.8m	£ 670.00	£ 670.00	0.0%
PARKS - SPORTS PITCHES			
Standard			
Grade A Pitches per Match	£ 100.00	£ 102.00	2.0%
Grade A Pitches per Match - ex VAT	£ 98.00	£ 100.00	2.0%
Grade B Pitches per Match (or Grade A without Changing)	£ 83.00	£ 85.00	2.4%
Grade B Pitches per Match - ex VAT (or Grade A without Changing)	£ 80.00	£ 82.00	2.5%
Grade B Pitches Per Match no changing	£ 64.00	£ 65.00	1.6%
Grade B Pitches Per Match no changing- ext VAT	£ 63.00	£ 64.00	1.6%
Mini Soccer per Match (5v5 /7v7)	£ 22.00	£ 22.50	2.3%
Mini Soccer per Match (5v5 /7v7) - ex VAT	£ 19.00	£ 20.00	5.3%
9v9 Soccer per Match	£ 36.00	£ 37.00	2.8%
9v9 Soccer per Match - ex VAT	£ 30.00	£ 31.00	3.3%
Junior Pitch Hire per Match 11 v 11	£ 44.00	£ 45.00	2.3%
Junior Pitch Hire per Match- ex VAT 11 v 11	£ 43.00	£ 44.00	2.3%
Junior Changing	£ 25.00	£ 26.00	4.0%
Active 1			
Grade A Pitches per Match	£ 80.00	£ 82.00	2.5%
Grade A Pitches per Match - ex VAT	£ 66.00	£ 67.00	1.5%
Grade B Pitches per Match (or Grade A without Changing)	£ 73.00	£ 74.00	1.4%
Grade B Pitches per Match - ex VAT (or Grade A without Changing)	£ 61.00	£ 62.00	1.6%
Grade B Pitches Per Match no changing	£ 47.00	£ 48.00	2.1%
Grade B Pitches Per Match no changing- ext VAT	£ 40.00	£ 41.00	2.5%
Mini Soccer per Match (5v5 /7v7)	£ 16.00	£ 16.30	1.9%
Mini Soccer per Match (5v5 /7v7) - ex VAT	£ 13.00	£ 13.30	2.3%
9v9 Soccer per Match	£ 24.00	£ 24.50	2.1%
9v9 Soccer per Match - ex VAT	£ 20.00	£ 20.30	1.5%
Junior Pitch Hire per Match 11 v 11	£ 30.00	£ 31.00	3.3%
Junior Pitch Hire per Match- ex VAT 11 v 11	£ 25.00	£ 26.00	4.0%
Junior Changing	£ 9.00	£ 9.50	5.6%
Active 2			
Grade A Pitches per Match - ex VAT	£ 66.00	£ 67.00	1.5%
Grade B Pitches per Match - ex VAT (or Grade A without Changing)	£ 59.00	£ 60.00	1.7%
Grade B Pitches Per Match no changing- ext VAT	£ 39.00	£ 40.00	2.6%
Mini Soccer per Match (5v5 /7v7)	£ 15.00	£ 15.30	2.0%
Mini Soccer per Match (5v5 /7v7) - ex VAT	£ 12.00	£ 12.30	2.5%
9v9 Soccer per Match	£ 24.00	£ 24.50	2.1%
9v9 Soccer per Match - ex VAT	£ 20.00	£ 20.30	1.5%
Junior Pitch Hire per Match- ex VAT 11 v 11	£ 24.00	£ 24.50	2.1%

Appendix IX a.

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Active 3			
Grade A Pitches per Match - ex VAT	£ 58.00	£ 59.00	1.7%
Grade B Pitches per Match - ex VAT (or Grade A without Changing)	£ 53.00	£ 54.00	1.9%
Grade B Pitches Per Match no changing- ext VAT	£ 35.00	£ 36.00	2.9%
Mini Soccer per Match (5v5 /7v7)	£ 13.00	£ 13.30	2.3%
Mini Soccer per Match (5v5 /7v7) - ex VAT	£ 11.00	£ 11.30	2.7%
9v9 Soccer per Match	£ 21.00	£ 21.30	1.4%
9v9 Soccer per Match - ex VAT	£ 18.00	£ 18.30	1.7%
Junior Pitch Hire per Match- ex VAT 11 v 11	£ 21.00	£ 21.30	1.4%
Australian Rules Football per Match- ex VAT	£ 79.00	£ 81.00	2.5%
Australian Rules Football per Match - ex VAT	£ 66.00	£ 67.00	1.5%
Rugby & Gaelic Football per Match	£ 47.00	£ 48.00	2.1%
Rugby & Gaelic Football per Match - ex VAT	£ 40.00	£ 41.00	2.5%
PARKS - REGULAR BOOKINGS			
Standard			
Park Based Organised Exercise / personal training up to 500 usage pa annual fee	£ 260.00	£ 312.00	20.0%
Park Based Organised Exercise / personal training up to 800 usage pa annual fee	£ 360.00	£ 520.00	44.4%
Park Based Organised Exercise / personal training up to 2000 usage pa annual fee	£ 520.00	£ 1,040.00	100.0%
Park Based Organised Exercise / personal training up to 4000 usage pa annual fee	£ 670.00	£ 2,080.00	210.4%
Park Based Organised Exercise / personal training up to 5000 usage pa annual fee	£ 670.00	£ 3,120.00	365.7%
Park Based Organised Exercise / personal training - up to 7000 usage pa annual fee	£ 770.00	£ 4,160.00	440.3%
Park Based Organised Exercise / personal training - up to 8000 usage pa annual fee	n/a	£ 5,200.00	n/a
Park Based Organised Exercise / personal training - up to 10000 usage pa annual fee	n/a	£ 6,240.00	n/a
Wolves Lane Classroom per hour	£ 20.00	£ -	n/a
Active 3			
Training Area per session- Adult	£ 44.00	£ 45.00	2.3%
Training Area per session - Adult - Block booking	£ 37.00	£ 38.00	2.7%
Training Area per session- Junior	£ 32.00	£ 33.00	3.1%
Training Area per session Junior - Block booking	£ 26.00	£ 27.00	3.8%
MUGA 's & Outdoor Netball/Basketball Courts per session	£ 12.00	£ 12.30	2.5%
Try Tag Rugby per week	£ 43.00	£ 44.00	2.3%
Motorcycle Training on hard ball areas per day	£ 37.00	£ 38.00	2.7%
South American Football	£ 12.00	£ 12.30	2.5%
Forest School activities per head	£ 1.20	£ 1.30	8.3%
Environmental activities per session	£ 12.00	£ 12.30	2.5%
Wolves Lane Nursery Cafe Area/Meeting Room per hour	£ 35.00	£ -	n/a
Parks Car Parking			
Commercial Event Car Parking	£ 11.00	£ 11.30	2.7%
Coach Parking	£ 53.00	£ 54.00	1.9%
Car Parking as per Finsbury Park Signage	n/a	n/a	n/a
Car Parking per day	£ 20.00	£ 21.00	5.0%

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
In Borough Schools/Education Use			
Active 3			
School Swimming - per child per year	£ 160.00	£ 163.00	1.9%
Tennis Courts - Schools per hr per ct	£ 4.00	£ 4.30	7.5%
Football	£ 24.00	£ 24.50	2.1%
Activities not requiring a mark out - area no bigger than a 9v9 football pitch	£ 14.00	£ 14.30	2.1%
Rounders pitch initial markout	£ 62.00	£ 63.00	1.6%
Rounders remark	£ 9.00	£ 9.30	3.3%
Rounders hire	£ 14.00	£ 14.30	2.1%
Running Track Hire (100 m 6 lane)	£ 87.00	£ 89.00	2.3%
100m Track Remark	£ 67.00	£ 68.00	1.5%
Running Track Hire (50m 6 lane)	£ 43.00	£ 44.00	2.3%
50m Track Remark	£ 34.00	£ 35.00	2.9%
Running Track Hire (200m 6 lane)	£ 173.00	£ 176.00	1.7%
200m Remark	£ 133.00	£ 136.00	2.3%
Running Track Hire (400m 8 lane 100 m straight)	£ 222.00	£ 226.00	1.8%
400 m remark	£ 162.00	£ 165.00	1.9%
Average			15.54%

Appendix IX b

Park Events

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Application Fee			
Community & Charity			
Very Small	£ 26.00	£ -	n/a
Small	£ 26.00	£ 26.00	0.0%
Medium	£ 52.00	£ 53.00	1.9%
Finsbury Park - Medium	£ 52.00	£ 53.00	1.9%
Large	£ 52.00	£ 53.00	1.9%
Finsbury Park - Large	£ 103.00	£ 105.00	1.9%
Funfair and Circus			
Small	£ 124.00	£ -	n/a
Medium	£ 124.00	£ 126.00	1.6%
Large	£ 124.00	£ 126.00	1.6%
Finsbury Park - Large	£ 124.00	£ 126.00	1.6%
Corporate Promotions / Roadshows / Media Events			
Small	£ 124.00	£ 126.00	1.6%
Medium	£ 124.00	£ 126.00	1.6%
Large	£ 124.00	£ 126.00	1.6%
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	£ 124.00	£ 126.00	1.6%
Medium	£ 124.00	£ 126.00	1.6%
Large	£ 124.00	£ 126.00	1.6%
Commercial Events			
Small	£ 124.00	£ 126.00	1.6%
Medium	£ 124.00	£ 126.00	1.6%
Large	£ 124.00	£ 126.00	1.6%
Major	£ 124.00	£ 126.00	1.6%
Other Events			
Private Event - not open to the public - Non licensed per sq m	£ -	£ 126.00	n/a
Private Event - not open to the public - licensed per sq m	£ -	£ 126.00	n/a
Markets - Maximum Stall Holder fee £120 / day	£ -	£ 126.00	n/a
Booking Fee			
Community & Charity			
Very Small	£ 26.00	£ -	n/a
Small	£ 26.00	£ 26.00	0.0%
Medium	£ 52.00	£ 53.00	1.9%
Finsbury Park - Medium	£ 52.00	£ 53.00	1.9%
Large	£ 52.00	£ 53.00	1.9%
Finsbury Park - Large	£ 515.00	£ 525.00	1.9%
Funfair and Circus			
Small	£ 129.00	£ -	n/a
Medium	£ 515.00	£ 525.00	1.9%
Large	£ 515.00	£ 525.00	1.9%
Finsbury Park - Large	£ 515.00	£ 525.00	1.9%
Corporate Promotions / Roadshows / Media Events			
Small	£ 515.00	£ 525.00	1.9%
Medium	£ 1,288.00	£ 1,310.00	1.7%
Large	£ 2,575.00	£ 2,625.00	1.9%

Appendix IX b

Park Events

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	£ 52.00	£ 53.00	1.9%
Medium	£ 103.00	£ 105.00	1.9%
Large	£ 515.00	£ 525.00	1.9%
Commercial Events			
Small	£ 129.00	£ 132.00	2.3%
Medium	£ 1,288.00	£ 1,310.00	1.7%
Large	£ 2,575.00	£ 2,625.00	1.9%
Major	£ 6,180.00	£ 6,300.00	1.9%
Other Events			
Private Event - not open to the public - Non licensed per sq m	£ 150.00	£ 153.00	2.0%
Private Event - not open to the public - licensed per sq m	£ 240.00	£ 245.00	2.1%
Markets - Maximum Stall Holder fee £120 / day	£ 300.00	£ 305.00	1.7%
Operational day fee/basic hire fee			
Community & Charity			
Very Small	£ 26.00	£ -	n/a
Small	£ 52.00	£ 53.00	1.9%
Medium	£ 103.00	£ 104.00	1.0%
Finsbury Park - Medium	£ 149.00	£ 150.00	0.7%
Large	£ 515.00	£ 520.00	1.0%
Finsbury Park - Large	£ 2,575.00	£ 2,600.00	1.0%
Funfair and Circus			
Small	£ 412.00	£ -	n/a
Medium	£ 515.00	£ 567.00	10.1%
Large	£ 721.00	£ 794.00	10.1%
Finsbury Park - Large	£ 824.00	£ 907.00	10.1%
Corporate Promotions / Roadshows / Media Events			
Small	£ 1,288.00	£ 1,300.00	0.9%
Medium	£ 4,120.00	£ 4,160.00	1.0%
Large	£ 8,240.00	£ 8,320.00	1.0%
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	£ 129.00	£ 130.00	0.8%
Medium	£ 515.00	£ 520.00	1.0%
Large	£ 3,605.00	£ 3,640.00	1.0%
Commercial Events			
Small	£ 1,288.00	£ 1,301.00	1.0%
Medium	£ 5,150.00	£ 5,201.00	1.0%
Large	£ 25,750.00	£ 26,000.00	1.0%
Major	£ 247,200.00	£ 250,000.00	1.1%
Other Events			
Private Event - not open to the public - Non licensed per sq m	£ 77.00	£ 78.00	1.3%
Private Event - not open to the public - licensed per sq m	£ 155.00	£ 157.00	1.3%
Markets - Maximum Stall Holder fee £120 / day	35%	35%	0.0%

Appendix IX b

Park Events

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Extra Event Days Fee			
Community & Charity			
Very Small	£ 15.00	£ -	n/a
Small	£ 25.00	£ 26.00	4.0%
Medium	£ 50.00	£ 52.00	4.0%
Finsbury Park - Medium	£ 70.00	£ 73.00	4.3%
Large	£ 250.00	£ 260.00	4.0%
Finsbury Park - Large	£ 1,250.00	£ 1,300.00	4.0%
Corporate Promotions / Roadshows / Media Events			
Small		£ 390.00	n/a
Medium		£ 1,248.00	n/a
Large		£ 2,496.00	n/a
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	£ 39.00	£ 39.00	0.0%
Medium	£ 155.00	£ 156.00	0.6%
Large	£ 1,082.00	£ 1,092.00	0.9%
Commercial Events			
Small	£ 386.00	£ 390.00	1.0%
Medium	£ 1,545.00	£ 1,560.00	1.0%
Large	£ 7,725.00	£ 7,800.00	1.0%
Major	£ 74,160.00	£ 75,000.00	1.1%
Set Up / Take Down			
Community & Charity			
Very Small	£ 13.00	£ -	n/a
Small	£ 26.00	£ 26.00	0.0%
Medium	£ 52.00	£ 52.00	0.0%
Finsbury Park - Medium	£ 75.00	£ 75.00	0.0%
Large	£ 258.00	£ 260.00	0.8%
Finsbury Park - Large	£ 1,288.00	£ 1,300.00	0.9%
Funfair and Circus			
Small	£ 82.00	£ -	n/a
Medium	£ 103.00	£ 113.00	9.7%
Large	£ 144.00	£ 158.00	9.7%
Finsbury Park - Large	£ 165.00	£ 181.00	9.7%
Corporate Promotions / Roadshows / Media Events			
Small	£ 644.00	£ 650.00	0.9%
Medium	£ 2,060.00	£ 2,080.00	1.0%
Large	£ 4,120.00	£ 4,160.00	1.0%

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Park Events

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	£ 13.00	£ 13.00	0.0%
Medium	£ 52.00	£ 52.00	0.0%
Large	£ 361.00	£ 364.00	0.8%
Commercial Events			
Small	£ 32.00	£ 33.00	3.1%
Medium	£ 129.00	£ 130.00	0.8%
Large	£ 644.00	£ 650.00	0.9%
Major	£ 6,180.00	£ 6,250.00	1.1%
Other Events			
Private Event - not open to the public - Non licensed per sq m	50% of core cost	50% of core cost	0.0%
Private Event - not open to the public - licensed per sq m	50% of core cost	50% of core cost	0.0%
Markets - Maximum Stall Holder fee £120 / day	20% of event rate	20% of event rate	0.0%
Grounds Deposit			
Community & Charity			
Small	£ 103.00	£ 103.00	0.0%
Medium	£ 309.00	£ 309.00	0.0%
Finsbury Park - Medium	£ 309.00	£ 309.00	0.0%
Large	£ 618.00	£ 618.00	0.0%
Finsbury Park - Large	£ 618.00	£ 618.00	0.0%
Funfair and Circus			
Small	£ 1,030.00	£ -	n/a
Medium	£ 2,060.00	£ 2,060.00	0.0%
Large	£ 3,090.00	£ 3,090.00	0.0%
Finsbury Park - Large	£ 3,090.00	£ 3,090.00	0.0%
Corporate Promotions / Roadshows / Media Events			
Small	£ 515.00	£ 515.00	0.0%
Medium	£ 2,060.00	£ 2,060.00	0.0%
Large	£ 4,120.00	£ 4,120.00	0.0%
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	£ 103.00	£ 103.00	0.0%
Medium	£ 309.00	£ 309.00	0.0%
Large	£ 618.00	£ 618.00	0.0%
Commercial Events			
Small	£ 258.00	£ 258.00	0.0%
Medium	£ 1,030.00	£ 1,030.00	0.0%
Large	£ 5,150.00	£ 10,000.00	94.2%
Major	£ 10,300.00	£ 15,000.00	45.6%
Other Events			
Private Event - not open to the public - Non licensed per sq m	£ 500.00	£ 500.00	0.0%
Private Event - not open to the public - licensed per sq m	£ 3,000.00	£ 3,000.00	0.0%
Markets - Maximum Stall Holder fee £120 / day	£ 2,000.00	£ 2,000.00	0.0%

Appendix IX b

Park Events

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Environmental Impact Fee			
Community & Charity			
Medium	£ 105.00	£ 106.00	1.0%
Finsbury Park - Medium	£ 105.00	£ 106.00	1.0%
Large	£ 310.00	£ 313.00	1.0%
Finsbury Park - Large	£ 1,030.00	£ 1,040.00	1.0%
Funfair and Circus			
Small	£ 205.00	£ -	n/a
Medium	£ 515.00	£ 1,030.00	100.0%
Large	£ 620.00	£ 1,240.00	100.0%
Finsbury Park - Large	£ 775.00	£ 1,550.00	100.0%
Corporate Promotions / Roadshows / Media Events			
Small	£ 515.00	£ 520.00	1.0%
Medium	£ 1,030.00	£ 1,040.00	1.0%
Large	£ 2,060.00	£ 2,080.00	1.0%
Commercial Charity Fundraising (Rates apply where an entry fee is payable)			
Small	-	-	n/a
Medium	£ 515.00	£ 520.00	1.0%
Large	£ 1,030.00	£ 1,040.00	1.0%
Commercial Events			
Small	£ 105.00	£ 106.00	1.0%
Medium	£ 410.00	£ 414.00	1.0%
Large	£ 2,060.00	£ 2,080.00	1.0%
Major	£ 10,300.00	£ 10,400.00	1.0%
Other Events			
Private Event - not open to the public - Non licensed per sq m	£ -	£ 520.00	n/a
Private Event - not open to the public - licensed per sq m	£ -	£ 106.00	n/a
Markets - Maximum Stall Holder fee £120 / day	£ -	£ 520.00	n/a
Other costs			
Core Cost			
Finsbury Park - Road closure per half day	£ 278.00	£ 280.00	0.7%
Event Signage per location per week	£ 26.00	£ 27.00	3.8%
Event / Promotional Banners per location per week	£ 52.00	£ 53.00	1.9%
Average			4.8%

Utilities Charged as per usage plus 10% management fee

Disruption Charge as per reasonable costs for each event

Appendix X

Registrars

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 Charge (3) £	Change (4) %
Births, Marriages & Deaths - Statutory fees cannot be changed			
Statutory marriage & civil partnership services held in the register office	£50.00	£ 50.00	0.0%
Designation of a private premises as an approved premise - Renewal. Council and council linked premises charged advertising cost only (currently £0)	£ 200.00	£ 205.00	2.5%
Designation of a private premises as an approved premise. Council and council linked premises charged advertising cost only (currently £0) - First application	£ -	£ 50.00	n/a
Civil Partnership Conversion appointment	£ 45.00	£ 45.00	0.0%
Civil Partnership Conversion initial appointment - if having a ceremony	£ 27.00	£ 27.00	0.0%
Notices for marriage & civil partnership	£ 35.00	£ 35.00	0.0%
Notice immigration referral	£ 12.00	£ 12.00	0.0%
Birth, death, marriage & civil partnership certificates	£ 10.00	£ 10.00	0.0%
Birth, death and marriage certificates at time of registration	£ 4.00	£ 4.00	0.0%
Attending religious buildings for marriage and civil partnership ceremonies (CHURCH)	£ 90.00	£ 90.00	0.0%
Religious building certification inc religious venues for civil partnerships			
- worship	£ 28.00	£ 28.00	0.0%
- marriage	£ 120.00	£ 120.00	0.0%
Public search of records	£ 18.00	£ 18.00	0.0%
Marriage, civil partnership or civil partnership to marriage conversion ceremonies held in the Civic Suite Ceremony Room			
Monday, Tuesday, Wednesday, Thursday	£ 120.00	£ 125.00	4.2%
Friday	£ 160.00	£ 165.00	3.1%
Monday to Friday from 6pm to 8pm	£ 460.00	£ 470.00	2.2%
Monday to Friday from 8pm to 11pm	£ 660.00	£ 700.00	6.1%
Saturday AM	£ 240.00	£ 250.00	4.2%
Saturday PM from 1pm to 6pm	£ 240.00	£ 250.00	4.2%
Sunday up until 6pm	£ 660.00	£ 700.00	6.1%
Saturday and Sunday from 6pm to 11pm	£ 900.00	£ 915.00	1.7%
Bank Holidays	£ 1,100.00	£ 1,200.00	9.1%
Weddings between 11pm and 8am - Any day at the Civic Centre - Any room	£ 3,000.00	£ 3,050.00	1.7%
Valentines Day Monday to Friday	£ 160.00	£ 165.00	3.1%
Valentines Day Saturday	£ 240.00	£ 250.00	4.2%
Council Chamber			
Council Chamber Monday to Friday up until 6pm	£ 240.00	£ 250.00	4.2%
Council Chamber Monday to Friday from 6pm to 11pm	£ 850.00	£ 900.00	5.9%
Council Chamber (Saturdays) AM	£ 400.00	£ 450.00	12.5%
Council Chamber (Saturdays) PM 1pm to 6pm	£ 400.00	£ 450.00	12.5%
Council Chamber (Saturdays 6pm to 11pm)	£ 1,200.00	£ 1,300.00	8.3%
Council Chamber (Sundays up until 6pm)	£ 850.00	£ 900.00	5.9%
Council Chamber (Sundays and Bank Holidays from 6pm to 11pm)	£ 2,000.00	£ 2,100.00	5.0%
Bank Holidays (up until 6pm)	£ 1,500.00	£ 1,600.00	6.7%

Appendix X

Registrars

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 Charge (3) £	Change (4) %
Marriage, civil partnership or civil partnership to marriage conversion ceremonies held in Committee Rooms			
Committee Rooms Monday to Friday	£ 120.00	£ 125.00	4.2%
Committee Rooms Saturday	£ 160.00	£ 165.00	3.1%
Committee Rooms 1+2 combined and Canteen (Monday to Friday)	£ 240.00	£ 250.00	4.2%
Marriage, civil partnership or civil partnership to marriage conversion ceremonies held at approved premises, for example Alexandra Palace, Bruce			
Week day - before 6pm	£ 500.00	£ 510.00	2.0%
Saturday - before 6pm	£ 500.00	£ 510.00	2.0%
Sunday - before 6pm	£ 550.00	£ 560.00	1.8%
Bank Holidays - before 6pm - Bank Holidays	£ 900.00	£ 700.00	-22.2%
Sunday before Bank Holidays - completed before 6pm	£ 550.00	£ 560.00	1.8%
Easter Sunday and Monday, Christmas Day, Boxing Day, New Years Day and national events causing a bank holiday to be called before 6pm	£ 1,000.00	£ 1,025.00	2.5%
Weekday - 6pm to 11pm	£ 1,000.00	£ 1,025.00	2.5%
Saturday - 6pm to 11pm	£ 1,000.00	£ 1,025.00	2.5%
Sunday - 6pm to 11pm	£ 1,100.00	£ 1,125.00	2.3%
Bank Holidays - 6pm to 11pm	£ 1,500.00	£ 1,525.00	1.7%
Any day - 11pm to 8am any day	£ 3,000.00	£ 3,050.00	1.7%
Easter Sunday and Monday, Christmas Day, Boxing Day, New Years Day and national events causing a bank holiday to be called - between 6pm and 11pm	£ 1,500.00	£ 1,525.00	1.7%
Additional Fees - non Statutory			
Notices given outside Monday to Friday 9am to 5pm	£ 15.00	£ 16.00	6.7%
Issue of Birth, Marriage or Death certificate on day of request (admin fee)	£ 15.00	£ 16.00	6.7%
One hour service handwritten certificate (admin fee)	£ 30.00	£ 31.00	3.3%
One hour service printed certificate	£ 20.00	£ 21.00	5.0%
Birth / Birth Declaration booking fee - Birth declaration fee refunded / used for certificates if attend appointment	£ -	£ 8.00	n/a
Re registration booking fee - refundable or offset against certificates if attend appointment	£ -	£ 10.00	n/a
Ceremonies late attendance fee - if more than 20 minutes late from agreed arrival time	£ 75.00	£ 77.00	2.7%
Silver Ceremony Enhancement for Civic Suite weddings	£ 10.00	£ 11.00	10.0%
Gold Ceremony Enhancement for Civic Suite weddings	£ 30.00	£ 31.00	3.3%
Ceremony planning fee away from the Civic Centre (per hour)	£ 210.00	£ 215.00	2.4%
Booking fee	£ 120.00	£ 125.00	4.2%
Postage fee	£ 1.00	£ 1.00	n/a
Postage fee recorded or overseas	£ 6.00	£ 6.00	n/a
Issuing of a letter on request	£ 25.00	£ 26.00	4.0%

Appendix X

Registrars

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 Charge (3) £	Change (4) %
Renewal of marriage vows / naming / commitment ceremonies in Civic Suite Ceremony Room			
Monday to Friday (inclusive of VAT)	£ 230.00	£ 250.00	8.7%
Saturdays (inclusive of VAT)	£ 300.00	£ 305.00	1.7%
Sundays (inclusive of VAT)	£ 480.00	£ 700.00	45.8%
Monday to Friday from 6pm to 11pm	£ 480.00	£ 500.00	4.2%
Bank Holidays and between 6pm and 11pm at weekends	£ 660.00	£ 700.00	6.1%
Renewal of marriage vows / naming / commitment ceremonies away from the Civic Centre			
Monday to Friday (inclusive of VAT)	£ 560.00	£ 570.00	1.8%
Saturdays (inclusive of VAT)	£ 560.00	£ 570.00	1.8%
Sundays (inclusive of VAT)	£ 610.00	£ 620.00	1.6%
Bank Holidays (inclusive of VAT)	£ 960.00	£ 1,000.00	4.2%
Sunday before Bank Holidays (inclusive of VAT)	£ 610.00	£ 620.00	1.6%
Easter Sunday and Monday, Christmas Day, Boxing Day, New Years Day and national events causing a bank holiday to be called	£ 1,560.00	£ 1,600.00	2.6%
Nationality checking service:			
Single Applicant	£ 55.00	£ 56.00	1.8%
Child	£ 40.00	£ 46.00	15.0%
Follow up visit	£ 30.00	£ 31.00	3.3%
Adult NCS with passport checking service - per person	£ 55.00	£ 66.00	20.0%
Citizenship Ceremonies			
Private Citizenship Ceremony Monday to Thursday. Ceremonies at approved premises charged at wedding fees plus VAT	£ 145.00	£ 148.00	2.1%
Private Citizenship Ceremony Friday	£ 190.00	£ 195.00	2.6%
Private Citizenship Ceremony Saturday	£ 290.00	£ 295.00	1.7%
Statutory fee per Citizenship Ceremony attendee	£ 80.00	£ 80.00	0.0%
Average			4.7%

Appendix XI

Regulatory Services

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Pest Control			
Domestic Treatment for Rats	£ 120.00	£ 130.00	8.3%
Commercial Per treatment for rats	Price on request	Price on request	n/a
Concession Per treatment for rats	£ 42.00	£ 65.00	54.8%
Domestic Per treatment for mice	£ 125.00	£ 130.00	4.0%
Commercial Per treatment for mice	Price on request	Price on request	n/a
Concession Per treatment for mice	£ 43.75	£ 65.00	48.6%
Wasps - Domestic one nest	£ 75.00	£ 77.00	2.7%
Wasps - Domestic per additional nest	£ 41.00	£ 42.00	2.4%
Wasps - Commercial Ladders not required One nest	P.O.A	P.O.A	n/a
Wasps - Commercial Ladders required One nest	P.O.A	P.O.A	n/a
Wasps - Commercial per additional nest	P.O.A	P.O.A	n/a
Cockroaches - Domestic (Course of 3 Treatments)	£ 180.00	£ 183.00	1.7%
Cockroaches - Commercial	Price on request	Price on request	n/a
Cockroaches - Concession	£ 62.30	£ 92.00	47.7%
Fleas - Domestic	£ 120.00	£ 122.00	1.7%
Fleas - Commercial	Price on request	Price on request	n/a
Fleas - Concession	£ 42.00	£ 61.00	45.2%
Pharaoh's Ants - Domestic (single dwelling)	£ 135.00	£ 140.00	3.7%
Pharaoh's Ants - Commercial	Price on request	Price on request	n/a
Pharaoh's Ants - Concession	£ 50.00	£ 70.00	40.0%
Bed bugs - Domestic	£ 236.00	£ 236.00	0.0%
Bed bugs - Commercial	Price on request	Price on request	n/a
Bed bugs - concession	£ 82.60	£ 118.00	42.9%
Stored Product Pests - Domestic	£ 130.00	£ 132.00	1.5%
Stored Product Pests - Commercial	P.O.A	P.O.A	n/a
Squirrels - Domestic	£ 130.00	£ 132.00	1.5%
Squirrels - Commercial	P.O.A	P.O.A	n/a
Other Pests - Domestic	£ 130.00	£ 132.00	1.5%
Other Pests - Commercial	P.O.A	P.O.A	n/a
Assessment visit only no treatment carried out	P.O.A - % of total treatment cost subject to minimum missed visit charge	P.O.A - % of total treatment cost subject to minimum missed visit charge	n/a
Missed visit and additional visit charge			
Domestic	£ 40.00	£ 43.00	7.5%
Commercial	P.O.A	P.O.A	
Concession	£ 24.00	£ 25.00	4.2%
Drain Examinations Per examination (unless cases of formal action or involving rodent infestation) excluding use of closed circuit TV inspection.	P.O.A	P.O.A	n/a
Domestic	P.O.A	P.O.A	n/a
Commercial	P.O.A	P.O.A	n/a
Not for profit charges SLA			
Rodent control. Per treatment for rats and mice	£ 123.90	P.O.A dependant on size numbers and durations	n/a
Wasps One nest	£ 139.65	P.O.A dependant on size numbers and durations	n/a
Per additional nest	£ 37.80	P.O.A dependant on size numbers and durations	n/a
Cockroaches (Quotes Available)	£ 178.50	P.O.A dependant on size numbers and durations	n/a

Appendix XI

Regulatory Services

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Fleas (Quotes Available)	£ 151.20	P.O.A dependant on size numbers and durations	n/a
Pharaoh's Ants	£ 139.65	P.O.A dependant on size numbers and durations	n/a
Bed Bugs (Quotes Available)	£ 200.55	P.O.A dependant on size numbers and durations	n/a
Stored Product Pests	P.O.A	P.O.A dependant on size numbers and durations	n/a
Pigeons	P.O.A	P.O.A dependant on size numbers and durations	n/a
Not for Profit Squirrels	£ 123.90	P.O.A dependant on size numbers and durations	n/a
Not for Profit Other Pests	P.O.A	P.O.A dependant on size numbers and durations	n/a
Missed visit and additional visit charge	£ 30.45	P.O.A dependant on size numbers and durations	n/a
Drain Examinations Per examination (unless cases of formal action or involving rodent infestation) excluding use of closed circuit TV inspection.	P.O.A	P.O.A	n/a
Mortuary			
Reception of Bodies from Other Authorities (A) For Post Mortem Examination (PME) assistance and retention (a)			
Reception between 08:00 and 16:00 Mon to Fri	£ 260.40	£ 265.00	1.8%
(b) Reception outside times in (a) above	£ 360.60	£ 366.00	1.5%
(c) Additional charge to (a) or (b)			
Special Post Mortem Examination	£ 598.30	£ 607.00	1.5%
(d) Additional Charges for 2nd or subsequent Post Mortem	£ 650.00	£ 700.00	7.7%
(B) For retention of bodies with no PME assistance (a)			
Reception between 08:00 and 16:00 Mon to Fri	£ 81.65	£ 83.00	1.7%
(b) Reception outside times in (a) above	£ 120.90	£ 123.00	1.7%
For retention of bodies for National Assistance Burials beyond date of referral to Authority concerned. (Per week or part thereof)	£ 94.00	£ 95.00	1.1%
Storage of body	Free for first 10 days then £12 per day	Free for first 10 days then £12 per day	0%
ESTABLISHMENT CHARGE			
1. For works in default of owner following failure to comply with legislative requirements	30% plus VAT	30% plus VAT	n/a
2. For works by agreement	20% plus VAT	20% plus VAT	n/a
3. For arrangement of Burials or Cremations 30% + VAT	30% plus VAT	30% plus VAT	n/a
4. Supervision of works only	30% of cost of works	30% of cost of works	

Appendix XI

Regulatory Services

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
OFFICER TIME – reports, consultations and investigations			
Minimum charge for up to 2 hours	£ 142.60	£ 142.60	0.0%
Charge per hour after first 2 hours	£ 71.30	£ 71.30	0.0%
Health Education Training			
Level 2 Award in Food Safety in Catering (per person per course)	£ 65.00	£ 68.00	4.6%
Health Certificates (no vat applicable)			
Food - one Copy Sampling requiring analysis	£ 126.85	£ 129.00	1.7%
Movements of bodies			
Certification for sealing of coffins for dispatch overseas - first two hours	P.O.A	P.O.A	n/a
Plus per hours thereafter Freedom from Infection Certificate for movement of bodies outside UK	P.O.A	P.O.A	n/a
Private Water Supplies			
Risk assessment minimum charge for up to 2 hours	£ 142.60	£ 142.60	0.0%
Risk Assessment each additional hour	£ 71.30	£ 71.30	0.0%
Authorisation	£ 100.00	£ 100.00	0.0%
Investigation - Sampling Visits:	£ 100.00	£ 100.00	0.0%
Sample taken under S.10 routine compliance	£ 25.00	£ 25.00	0.0%
Sample Analysis - check Monitoring	£ 100.00	£ 100.00	0.0%
Sample Analysis -Audit monitoring	£ 500.00	£ 500.00	0.0%
Contaminated land			
Application for information in respect of potentially contaminated sites	£ 75.00	£ 85.00	13.3%
Copy of documents and files	P.O.A	P.O.A	
(*) ENVIRONMENTAL PERMITTING (statutory fees & charges - reviewed periodically by Government may be subject to change)			
Application Fees			
Standard process	£ 1,579.00	£ 1,579.00	0.0%
Additional fee for operating without a permit	£ 1,137.00	£ 1,137.00	0.0%
reduced fee activity (except VRs)	£ 148.00	£ 148.00	0.0%
PVR1&11 combined	£ 246.00	£ 246.00	0.0%
Vehicle refinishers (VRs) & other reduced fee activities	£ 346.00	£ 346.00	0.0%
Reduced fee activity: Additional fee for operating without a permit	£ 68.00	£ 68.00	0.0%
mobile screening and crushing plant	£ 1,579.00	£ 1,579.00	0.0%
for the 3rd to 7th applications	£ 943.00	£ 943.00	0.0%
for the 8th and subsequent apps	£ 477.00	£ 477.00	0.0%
Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts.			

Appendix XI

Regulatory Services

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %
Annual Subsistence Charge			
Standard process low	£739 (+£99)*	£739 (+£99)*	n/a
standard process medium	£1,111 (+£149)*	£1,111 (+£149)*	n/a
Standard process high	£1,672 (+£198)*	£1,672 (+£198)*	n/a
reduced fee activities L/M/H	£76/£151/£227	£76/£151/£227	n/a
PVR1&11 combined L/M/H	£108/£216/£326	£108/£216/£326	n/a
vehicle refinishers L/M/H	£218/£349/£524	£218/£349/£524	n/a
Mobile screening and crushing plant for 1st and 2nd permits L/M/H	£618/£989/£1,484	£618/£989/£1,484	n/a
for the 3rd-7th permit L/m/H	£368/£590/£884	£368/£590/£884	n/a
8th-subsequent permits L/M/H	£109/£302/£453	£109/£302/£453	n/a
Late payment fee	£ 50.00	£ 50.00	0.0%
* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation. Where a Part B installation is subject to reporting under the EPRTTR Regulation, add an extra £99 to the above amounts.			
Transfer and Surrender			
Standard process transfer	£ 162.00	£ 162.00	0.0%
Standard process partial transfer	£ 476.00	£ 476.00	0.0%
New operator at low risk reduced fee activity	£ 75.00	£ 75.00	0
Surrender: all Part B activities	£ -	£ -	
Reduced fee activities: transfer	£ -	£ -	
Reduced Fee Activities: partial transfer	£ 45.00	£ 45.00	0.0%
Temporary transfer for mobiles			
first transfer	£ 51.00	£ 51.00	0.0%
repeat following enforcement or warning	£ 51.00	£ 51.00	0.0%
Substantial Change			
Standard process	£ 1,005.00	£ 1,005.00	0.0%
Standard process where the substantial change results in a new PPC activity	£ 1,579.00	£ 1,579.00	0.0%
Reduced fee activities	£ 98.00	£ 98.00	0.0%
Average			6.0%

LAPPC Mobile Plant charges (statutory fees & charges - reviewed periodically by Government may be subject to change)

Number of permits	Application Fee 2017-18		Subsistence Fee 2017/18	
			Low	Medium
1	£	1,579.00	£ 618.00	£ 989.00
2	£	1,579.00	£ 618.00	£ 989.00
3	£	943.00	£ 368.00	£ 590.00
4	£	943.00	£ 368.00	£ 590.00
5	£	943.00	£ 368.00	£ 590.00
6	£	943.00	£ 368.00	£ 590.00
7	£	943.00	£ 368.00	£ 590.00
8 and over	£	477.00	£ 189.00	£ 302.00

Appendix XII

Building Control & Development Management

Services that we charge for	2016/17 Charge	Proposed 2017/18 charge	Change
(1)	(2)	(3)	(4)
	£	£	%
Building Control pre-app meetings on site	£90 + vat per hour (this 'flat' fee to be changed to £90 per hour)	£ 92.00	2.2%
Table 8 - updated charges for Building Control services			
SCHEDULE A			
Extension <10m ²	£ 440.00	£ 447.00	1.6%
Extension 10m ² - 40m ²	£ 525.00	£ 533.00	1.5%
Extension 40m ² - 60m ²	£ 600.00	£ 609.00	1.5%
Over 60m ²	Building Control Charge based on estimated cost of work	Building Control Charge based on estimated cost of work	n/a
Loft Conversion without dormer(s)	£ 440.00	£ 447.00	1.6%
Loft Conversion with dormer(s)	£ 600.00	£ 609.00	1.5%
Detached garage 30m ² - 60m ²	£ 440.00	£ 447.00	1.6%
Recovering roof (per dwelling)	£ 265.00	£ 269.00	1.5%
Replacement of windows/doors for every five windows or part thereof	£ 200.00	£ 203.00	1.5%
Electrical works (non competent person)	£ 265.00	£ 269.00	1.5%
Green Deal works £180.00 £180.00 No change	£ 180.00	£ 183.00	1.7%
Shop Fit out each 100m ² or part there of	£ 255.00	£ 259.00	1.6%
New Shop front (up to 10m)	£ 220.00	£ 224.00	1.8%
NEW BUILD DWELLINGS (houses and flats, three stories without basements)			
1 new dwelling	£ 700.00	£ 711.00	1.6%
2 - 5 dwellings (per additional dwelling - in addition to the charge for one dwelling)	£ 220.00	£ 224.00	1.8%
6 - 20 new dwellings (per additional dwelling over 5 - in addition to the charge for five dwellings (plan charge - £514.50+VAT and inspection charge £1,470+VAT))	£ 183.00	£ 186.00	1.6%
Over 20 dwellings	Estimate required, individually assessed charges to be determined - please contact Building Control (0208 489 5504) for quote		

Appendix XII

Building Control & Development Management

Services that we charge for	2016/17 Charge	Proposed 2017/18 charge	Change
(1)	(2) £	(3) £	(4) %
ALL OTHER WORKS Estimated cost of works			
up to £2000	£ 200.00	£ 203.00	1.5%
up to £5000 (£2,001 - £5,000)	£ 225.00	£ 229.00	1.8%
£5001 - £10,000	£ 280.00	£ 285.00	1.8%
£10,001 - £20,000	£ 390.00	£ 396.00	1.5%
£20,001 - £30,000	£ 500.00	£ 508.00	1.6%
£30,001 - £40,000	£ 600.00	£ 609.00	1.5%
£40,001 - £50,000	£ 710.00	£ 721.00	1.5%
£50,001 - £60,000	£ 820.00	£ 833.00	1.6%
£60,001 - £70,000	£ 930.00	£ 944.00	1.5%
£70,001 - £80,000	£ 1,010.00	£ 1,026.00	1.6%
£80,001 - £90,000	£ 1,110.00	£ 1,127.00	1.5%
£90,001 - £100,000	£ 1,210.00	£ 1,229.00	1.6%
£100,001 - £120,000	£ 1,315.00	£ 1,335.00	1.5%
£120,001 - £140,000	For estimated cost over £120k individually assessed charges to be determined - please contact Building Control (0208 489 5504) for quote.		
Table 9 - Additional charges			
Completion Certificates	£ 45.00	£ 46.00	2.2%
Copy Documents	£ 20.00	£ 20.30	1.5%
Copy Plans A3 (where permissible) - first page	Individually determined	Individually determined	n/a
Subsequent page(s)	Individually determined	Individually determined	n/a
Research fee	£ 35.00	£ 36.00	2.9%
Surveyor hourly charge (08:00 - 18:00)	£ 90.00	£ 92.00	2.2%
Surveyor hourly charge (18:00 - 08:00)	£ 135.00	£ 138.00	2.2%
Technical Support charge	£ 45.00	£ 46.00	2.2%
Table 9- Proposed new Building Control services			
Dangerous Structures	This charge will be based upon an hourly rate of £90 or £135 if the dangerous structure is dealt with outside normal office hours.	This charge will be based upon an hourly rate of £90 or £135 if the dangerous structure is dealt with outside normal office hours.	n/a
Demolition Notices	Increase set fee to £200		
Safety at Sports Grounds	To be charged at full cost recovery based on the hourly rate of staff.	To be charged at full cost recovery based on the hourly rate of staff.	n/a
Local Land Charges			
Official Search (LLC1)	£ 25.00	£ 25.00	0.0%
LLC1 Additional Parcel Fee (each)	£ 5.00	£ 5.00	0.0%
Local Enquiries Form CON29R only	£ 85.00	£ 85.00	0.0%
Additional Parcel Fee (each)	£ 22.00	£ 22.00	0.0%
Local Search and Enquiries (LLC1 and CON29R)	£ 110.00	£ 110.00	0.0%
Additional parcel of land (LLC1 and CON29R)	£ 27.00	£ 27.00	0.0%
Individual Enquiries CON290 (per question)	£ 5.00	£ 5.00	0.0%
VAT applies @ 20% on CON29R & CON290 element of the charges. HMRC have ruled that the CON29 search is VATable at standard rate. Haringey will be implementing the change from April 2017.			
Average			1.4%

Appendix XII

Building Control & Development Management

Services that we charge for	2016/17 Charge	Proposed 2017/18 charge	Change
(1)	(2)	(3)	(4)
	£	£	%
Development Management Charges			
Pre Application Advice & Planning Performance Agreements (PPA)			
Residential			
Householder (including VAT)	£ 152.00	£ 300.00	97.4%
Minors 1-5 residential units (plus VAT)	£ 670.00	£ 680.00	1.5%
Minors 6-9 residential units (plus VAT)	£ 770.00	£ 785.00	1.9%
Majors 10-24 residential units (plus VAT)	£ 2,370.00	£ 2,400.00	1.3%
Majors 25-50 residential units (plus VAT)	£ 2,850.00	£ 2,900.00	1.8%
Majors 51-100 residential units (first meeting plus VAT)	£ 2,850.00	£ 2,900.00	1.8%
Majors 100+ dwellings (plus VAT) Then suggestion for PPA	Bespoke	Bespoke	n/a
PPA (Planning Performance Agreements)	Bespoke	Bespoke	n/a
Commercial			
Minor commercial applications up to 499 m2 2	Free	£ 680.00	
Minors (Category 4) - 500m2-999m2 commercial floor space (plus VAT)	£ 385.00	£ 770.00	100.0%
Majors (Category 3) - 1000m2-1999m2 commercial floorspace (plus VAT)	£ 1,185.00	£ 2,370.00	100.0%
Majors (Category 2) 2000m2-9999m2 commercial floorspace (plus VAT)	£ 1,425.00	£ 2,850.00	100.0%
Majors (Category 1) - 10,000m2 or more commercial floor space	£ 2,850.00	£ 5,700.00	100.0%
PPA (Planning Performance Agreements)	Bespoke	£ 5,700.00	n/a
Quality Review Panels			
Quality Review Panel - Formal Review (+ VAT NB includes room hire)	£ 3,500.00	£ 4,500.00	28.6%
Quality review panel- Chair's review (+ VAT includes room hire)	£ 1,350.00	£ 2,000.00	48.1%
Surgery Review (+VAT)		£ 1,200.00	n/a
Average			48.5%

New Charge

Street Naming & Numbering	Proposed 2017/18 charge	Proposed 2017/18 charge
Type of Application		Unit cost
Application up to 10 units	£ 113.76	£ 11.38
Each additional unit		£ 5.69
New Street	£ 113.76	
Naming/re-naming existing Building	£ 82.95	
Application where address exists but not officially registered	£ 137.12	£ 13.71
Additional units over 10		£ 6.86

Appendix XIII

Children's Centres - Childcare

Services that we charge for (1)	2016/17 Charge (2) £	Proposed 2017/18 charge (3) £	Change (4) %	Comments	What concessions are given (5)
CHARGES FOR CHILDCARE				The charges for childcare care places in the eight settings maintained by the Council are currently being reviewed. In light of this, fee levels for the period April 2017 - August 2017 will remain the same. It is anticipated that fees will then increase from September 2017 and the level of increase will be informed by the outcome of the review.	
Haringey Residents					
Age range					
Under 2s	£ 230.18	£ 230.18	0.0%		Siblings discount @ 25%
2-3 year olds	£ 204.60	£ 204.60	0.0%		Siblings discount @ 25%
3+ year olds	£ 179.03	£ 179.03	0.0%		Siblings discount @ 25%
Out of Borough Residents					
Age range					
Under 2s	£ 306.90	£ 306.90	0.0%		Siblings discount @ 25%
2-3 year olds	£ 228.13	£ 228.13	0.0%		Siblings discount @ 25%
3+ year olds	£ 179.03	£ 179.03	0.0%		Siblings discount @ 25%
* All charges shown are weekly (vat not chargeable)					

Report for: Cabinet, 14th February 2017

Item number: 13

Title: Funding Early Education in Haringey 2017-2019

Report authorised by: 
Charlotte Pomery, Assistant Director, Commissioning

Lead Officer: Ngozi Anuforo, Head of Early Help Commissioning and Culture,
ngozi.anuforo@haringey.gov.uk , x4681

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key

1. Describe the issue under consideration

- 1.1 Access to quality early education and childcare for local parents has a key role to play in the life of the borough and in meeting Corporate Plan priorities, namely to support “All children will have the best start in life” (Priority One) and in “Ensuring that residents have the training, skills and support to find and keep good quality employment” (Priority Four).
- 1.2 In December 2016, the Government announced a new Early Years National Funding Formula for 3 and 4 year olds, which will directly affect 18,477 children aged 0-5 in the borough. This new formula means that Local Authorities will continue to be funded through the early years block in the Dedicated Schools Grant (DSG) from April 2017, but introduces a number of new requirements on how local authorities are able to allocate funding to providers from 2017-18. These requirements are intended to ensure that funding is fairly distributed to providers.
- 1.3 The main changes are:
 - A minimum amount of funding to be passed through to providers.
 - A local universal base rate for all types of provider, to be set by local authorities by 2019-20 at the latest.
 - Supplementary funding for maintained nursery schools, for the duration of this Parliament.
 - Reforms to mandatory and discretionary supplements local authorities are able to use.
 - The introduction of a disability access fund.
 - A requirement for authorities to establish a special educational needs inclusion fund.

- 1.4 As a consequence of the introduction of a national funding formula for early years, all local authorities will need to revise existing local early years funding formulae to reflect these anticipated statutory changes. The Department for Education (DfE) has made clear the requirement for local authorities to consult providers on their local formula. In addition to this, Schools Forums must be consulted on changes to local early years funding formulae, including agreeing central spend by 28th February 2017, although the final decision rests with the local authority.
- 1.5 This report draws on the outcome of the Council's early stage 1 consultations, attached as Appendices 1 – 3, the rules and principles set out in the *Early Years National Funding Formula Operational Guide* and the outcome of the recent stage 2 consultations, attached in Appendix 4, to set out recommendations to Cabinet for a revised early years funding formula for the Council and the use of the centrally retained early years block funding.

2. Cabinet Member Introduction

- 2.1 The timescales for change, following Government announcements for a national funding formula for early years have been extremely challenging. In Haringey, work to plan for changes to our allocation of Early Years funding within the Dedicated Schools Grant from April 2017 has been undertaken at pace and a process of engagement with Haringey's early years sector and Schools Forum representatives, on a number of decisions that the Council is required to make, has provided invaluable feedback which has informed the recommendations set out in this report.
- 2.2 This paper introduces a set of proposals for a new early years funding formula in Haringey which will ensure that the Council continues to meet its statutory responsibilities in relation to funding the free entitlement for 2, 3 and 4 year olds. The proposals also seek to ensure that we are able to implement changes in a fair and transparent way, acknowledging that work will need to continue to manage the impact of the changes on our local childcare market.
- 2.3 We will continue to engage with the whole childcare sector to understand and where possible mitigate the impact of the new measures as they take effect. We anticipate there will be further changes in April 2018 when the Council will passport a higher percentage of the funding we receive direct to providers. Using information about the first year of implementation of the new formula, we will wish to consult further with the sector on whether this funding is fed into the universal base rate or into supplements for example.
- 2.4 Our dialogue with residents and providers, through the course of the consultation process and face to face engagement, not only highlighted the value placed on childcare by families and on-going concerns about affordability, but also that, despite the increases in funding rates for providers of the free early education entitlement for 2, 3 and 4 year olds, there are still challenges that many providers will need to overcome in order to be able to sustain a high quality, affordable early education and childcare offer.

3. Recommendations

3.1 Cabinet is asked to:

- Consider the outcome of the consultations undertaken with providers of early education and childcare in Haringey, and with the Schools Forum, as set out in the appendices to this report.
- Agree the introduction of a revised early years funding formula for Haringey from April 2017 which includes:
 - A universal base rate for 3 and 4 year olds in Haringey set at £4.88 per hour, per child
 - Mandatory deprivation supplement funding of £0.30 per hour, per child, derived from the £0.52 per hour per child available for supplements
 - A supplement for quality with an annual budget of £76,000 to facilitate system leadership for providers requiring support
- Agree that there will be no supplements set for Rurality / Sparsity, Flexibility or English as an Additional Language.
- Agree to reduce from April 2019 the current local authority funding rate of £6 per hour for providers of the 2 year old free entitlement, to the funding rate (£5.66 per hour) received by the local authority from the DfE.
- Agree that £0.7m of Dedicated Schools Grant be set aside as transitional funding to subsidise childcare for the period from April to August 2017 prior to the introduction of new fees and the 30 hours funded entitlement for 3 and 4 year olds.
- Agree to remove the Council's involvement in setting the fees for school-based early years provision, allowing the four maintained school-run settings to set their own fees.
- Agree to replace the current single fee structure, applied across all four Council-run childcare settings with a new structure where fees differ from setting to setting.
- Agree to the further exploration of a refreshed, financially viable childcare offer to be in place at the Park Lane setting from as early as September 2017.
- Agree to increase fees for the four Council-run childcare settings from current levels in order to generate the levels of income required to mitigate the loss of subsidy funding. This change to fees would be implemented from September 2017 and kept under review due to the risk of a negative impact on service take-up and therefore, fee income generation.
- Agree that, where there may be early years funding remaining, once the early years funding formula and centrally retained items have been taken into account, any available funding is directed towards ensuring access to good quality early education for our most vulnerable children.

4. Reasons for decision

- 4.1 Local authorities have been advised by the DfE to use the proposals set out in its consultation on an early years national funding formula to develop local funding formula arrangements and to progress local consultation and decision-making in order to meet the April 2017 deadline imposed for the introduction of the national funding formula for the existing universal 15 hours per week entitlement for eligible three and four year olds. The proposals will support the introduction of the 30 hours funded entitlement for the three and four year old children of eligible working parents from September 2017.
- 4.2 The proposals set out under 3.1 will enable the Council to meet its statutory duties from April 2017.

5. Alternative options considered

- 5.1 Local authorities are required to meet the April 2017 deadline for the introduction of the new national funding formula. Consultation has been carried out to inform the discretionary elements of the formula including the date of introduction of the new universal hourly base rate, whether to introduce supplements for quality and flexibility in addition to the mandatory supplement for deprivation, the level of supplement to be applied within the constraints set out within the formula and the deployment of the centrally retained funding.
- 5.2 In addition, the Council has considered whether to retain its role in setting a fee structure for all maintained settings, including schools. Through officers' engagement with the school-run maintained childcare settings, it has become clear that the schools themselves are best placed to determine the fee level that fits with their developing business models in the context of the national funding formula.

6. Background information

- 6.1 In March 2016, the Childcare Act 2016 was passed. This provides for an extended entitlement of up to 30 hours of free early education in each of 38 weeks in any year for the eligible three and four year old children of working parents. The Government intends that the extended entitlement will be introduced from September 2017. Draft statutory guidance¹, issued in March 2016, made it clear that the current duties on Haringey Council around sufficiency and access to the free entitlement will remain under the new plans.
- 6.2 The changes constitute a fundamental reshaping of early years funding and are being introduced at pace by central government to ensure that the 30 hours free entitlement for 3 and 4 year olds can be delivered from September 2017. There are implications for all early years settings in the borough whether maintained or in the private, voluntary and independent sector.
- 6.3 National Policy Context
- 6.3.1 There have been a number of national policy changes since the Childcare Act 2006 which have sought to tackle some of the disadvantageous effects of child

¹ *Early Education and Childcare*, Department for Education, March 2016

poverty through providing parents and children with access to high quality early education. These changes have placed a number of statutory responsibilities on the Council in relation to childcare and early education and have led to:

- The extension of the free entitlement for 3 and 4 years old to 15 hours per week in 2010;
- The introduction of a free entitlement offer for the 40% most disadvantaged two years olds in 2014;
- The introduction of the early years pupil premium, in 2015, which aims to provide schools and early years providers offering the free entitlement with additional funding for the most disadvantaged 3 and 4 year olds.

6.3.2 Most recently, the Childcare Act 2016 provides for an extended free entitlement adding to the 15 hours per week universal free entitlement offer for all 3 and 4 year olds, an entitlement of 30 hours per week in each of 38 weeks in any year for the 3 and 4 year old children in families where both parents are working (or the sole parent is working in a lone parent family) and each parent earns on average a weekly minimum equivalent to 16 hours at national minimum wage or national living wage and less than £100,000 per year.

6.4 Local Context

6.4.1 There are 18,477 children aged 0-5 in the borough who will be directly affected by the introduction of a new national funding formula for early years. In Haringey, early education and childcare has a key role to play in the life of the borough and in meeting Corporate Plan objectives, namely:

- **Under Priority 1:** All children will have the best start in life
- **Under Priority 4:** Ensuring that residents have the training, skills and support to find and keep good quality employment

6.4.2 To meet these objectives, the following strategic priorities have been identified:

1. *Sufficiency: growing Haringey's childcare market*
2. *Sustainability: encouraging providers to develop viable businesses*
3. *Quality: supporting all provision to be high quality*
4. *Narrowing the gap between the most disadvantaged and the rest*
5. *Widening access for children with SEN and disabilities*
6. *Improving access to quality childcare for low income families and those seeking to work*

6.5 Principles

The approach to achieving these strategic priorities is underpinned by the following principles:

- *Reducing inequality*
- *Inclusion*
- *Improving Quality*
- *Improving children's access to local provision*
- *Removing reliance on Council funding*
- *Targeting resources towards narrowing gaps in children's outcomes*

- 6.5.1 The national changes to early years funding, how we implement the associated statutory arrangements and manage the impact of significant changes to the way in which early years funding can be deployed within the borough needs to be considered in light of the Council's strategic priorities and principles.

7. Dedicated Schools Grant (DSG) Early Years Funding Allocation for Haringey from April 2017

- 7.1 In December 2016, the Department for Education (DfE) confirmed the 2017-18 early years block allocation for the Council as £18.450m

7.2 Pass through measure and the impact on centrally retained early years DSG funding

- 7.2.1 A significant feature of the new arrangements for early years funding is the introduction of a high pass through measure, which means that Local Authorities will be required to pass through 93% of all funding for three – and four-year olds received in the Early Years Block of our Dedicated Schools Grant (DSG) directly to settings from April 2017, rising to 95% from April 2018. This means that the amount of DSG the Council can retain centrally of the 2017/18 funding for 3 and 4 year olds has been capped and will stand at £1.049m in 2017/2018 and £0.823m in 2018/2019.

- 7.2.2 The DfE has indicated that the non passed through funding should be used to support the additional burdens on local authorities arising from the introduction of the 30 hours per week funded entitlement for 3 and 4 year olds with working parents and to meet the Council's statutory duties as part of central services.

- 7.2.3 Tables 1 and 2 below show the profile of Haringey's centrally retained funding for 2016-17, 2017-18 and 2018-19 and the year-on-year variations.

Table 1. Comparing Centrally Held Funding Allocations for 2016-17 and 2017-18

Item	Centrally Held 2016-17 (£)	Centrally Held 2017-18 (£)	Year-on-year variation (£)	Year-on-year % change
Childcare Subsidy	1,427,000	0	-1,427,000	-100.0%
Early Years Quality Team	334,300	441,373	107,073	32.0%
EH Commissioning	55,700	170,357	114,657	205.8%
Overheads	15,900	15,900	0	0.0%
TU Representation	18,000	18,000	0	0.0%
Head of Standards	73,000	0	-73,000	-100.0%
Contingency	400	403,527	403,127	
	1,924,300	1,049,157	-875,143	

Table 2. Comparing Centrally Held Funding Allocations for 2018-19 with 2017-18

Item	Centrally Held 2018-19 (£)	Year-on-year variation from 2017-18 (£)	Year-on-year % change
Childcare Subsidy	0	0	
Early Years Quality Team	445,787	4,414	1.0%
EH Commissioning	172,061	1,704	1.0%
Overheads	15,900	0	
TU Representation	18,000	0	0.0%
Head of Standards	0	0	
Contingency	171,101	-232,426	
	822,848	-226,309	

7.2.4 As by 2018 the Council is required to pass through 95% of the funding received, we may need to consult again with providers on how the additional funding is used – either to enhance further the universal base rate or to contribute to funding for supplements. This consultation will be based on information gathered during the first year of implementation of the new funding formula in Haringey.

7.3 Universal Hourly base rate

7.3.1 One effect of the new national early years funding formula is the introduction of a universal hourly base rate for all providers of the free entitlement and the 30-hour extended entitlement for 3 and 4 year olds, including nursery schools. The table below shows how the minimum universal base rate for Haringey is devised from the DfE's allocation to the Council:

Table 3. Determining a Minimum Universal Base Rate for Haringey

	<u>£/hr</u>
LA hourly funding rate 2017-18 (£/h)	5.66
Less: LA centrally retained funding (7%)	(0.40)
	<hr/> 5.26 <hr/>
Less: Supplements capped @ 10%	(0.52)
Minimum universal base rate to be paid to providers in respect of the free entitlement for three and four year olds	<hr/> 4.74 <hr/>

Table 4. Comparison of minimum universal base rate with existing variable base rates

Provider Type	Base Rate 2016-17 (£/h)	Proposed Base Rate 2017-18 (£/h)	Increase / (decrease) in Base Rate (£/h)
Private, Voluntary and Independent (PVI)			
PVI (count of between 1 and 32 3&4 Year Olds including Childminders)	4.27	4.74	0.47
PVIs (count of between 33 and 48 3&4 Year Olds)	3.86	4.74	0.88
PVIs (count of between 49 and 64 3&4 Year Olds)	3.67	4.74	1.07
Children's Centres	3.47	4.74	1.27
Primary Nursery Classes	3.37	4.74	1.37
Maintained Nursery	3.95	4.74	0.79

7.4 Mandatory and Discretionary Supplements

7.4.1 Initial calculations (as shown in Table 3) indicate that, after funding the minimum base rate, the Council will have £0.52p per hour per child available to pay providers in additional supplements. A deprivation supplement is the only mandatory supplement and in addition the Council can choose whether or not to apply discretionary supplements for quality, English as a Second Language, flexibility and rurality (the latter not relevant to the Haringey context) within the £0.52 per hour per child available for all supplements.

7.5 Funding rate for the 2 Year Old Free Entitlement

7.5.1 The government will be introducing a higher hourly funding rate for the Local Authority for the delivery of the 2 year old free entitlement. This will rise from the current £5.28 per hour to £5.66 per hour from April 2017.

7.5.2 In Haringey, the hourly rate for providers of the 2 year old programme is topped up to £6 per hour using money held over from the introduction of the 2 year old programme when funding was based on the places available for children rather than the participation of children in the programme.

8. **Consultation process and outcomes**

8.1 Following the national consultation on a funding formula for early years by the Government, a consultation exercise was launched with Haringey providers to gauge views on a set of early proposals based on the information provided to the Council by the DfE. Stage 1 of the consultation ran from 20th October to 18th December 2016, followed by a stage 2 exercise, which ran from 11th January to 20th January 2017.

8.2 The timescales for engaging and consulting with the early years sector in Haringey, in order to implement the early years national funding formula from April 2017, have been challenging. The publication of funding information by the

DfE in early December 2016 meant that work to assess the impact of changes and understand the implications for funding early years in Haringey has had to move at a very fast pace. Gathering views from providers in the borough at the various stages of this work has been undertaken through consultation activity carried out over relatively short periods. Whilst the length of some the stages in the consultation process have been less than ideal, we believe that it has been possible to effectively consult the sector and establish proposals for a new early years funding formula in a timescale that will allow the Council to meet its statutory obligation to issue notification of indicative school budgets to governors by the end of February 2017.

8.3 The view of Schools' Forum was sought on final proposals for funding rates in an exercise that was undertaken from 31st January to 3rd February 2017. Members of the Schools' Forum were asked to:

8.3.1 Consider the outcome of the Stage 2 consultation undertaken with providers of early education and childcare in Haringey as set out in Appendix 4 to this report.

8.3.2 Support the introduction of a revised early years funding formula for Haringey from April 2017 which includes:

- A universal base rate for 3 and 4 year olds in Haringey set at £4.88 per hour, per child
- Mandatory deprivation supplement funding of £0.30 per hour ,per child, derived from the £0.52 per hour per child available for supplements
- A supplement for quality with an annual budget of £76,000 to facilitate system leadership for providers requiring support

There has been frequent engagement with the Schools' Forum and its Early Years Working Group since the introduction of the proposals was first made by DfE in 2016. Whilst the response to this request was limited, all those who responded agreed with the the introduction of a revised early years funding formula as described at 8.3.2.

8.4 Engagement

As part of the stage 1 and 2 consultation exercises, officers held a series of face to face events targeted at residents and providers. In total, since the launch of the early consultations in October 2016, there have been 24 engagement sessions. In addition, officers have met with providers to understand the impact of the proposals on their business plans and models.

The aim of these sessions was to ensure that as many stakeholders as possible have the opportunity to ask questions and engage with the development of the proposals set out in this report, and in the case of Northumberland Park share with us their experience and view of childcare.

8.5 The results of the consultations are detailed in appendices 1, 2, 3 and 4.

9. Proposals for a Revised Early Years Funding formula for Haringey

9.1 Date of introduction of the Universal Base Rate

The government have stated that local authorities must introduce a universal base rate into their local funding formula by 2019/20. In Haringey, this will involve moving from our current early years funding formula which incorporates variable provider funding rates, dependent on size and type of provision, to a consistent base rate for all. Modelling of the impact of introducing the likely universal base rate indicated that all types of providers in Haringey will see an increase to the current level of base rate funding paid under the current early years funding formula. It is believed, therefore, that this could be introduced with minimum turbulence in the market.

In our stage 1 consultation exercise, we proposed the introduction of a universal base rate from April 2017. The majority of the respondents agreed with this proposal. This was confirmed in the responses from providers to the stage 2 consultation exercise.

Recommendation

Officers are recommending the introduction of a universal base rate from April 2017.

9.2 Supplements

9.2.1 Mandatory Deprivation Supplement

During our stage 1 consultation, we asked providers for their views on the introduction of a deprivation supplement set at £0.40 per hour per child. The results of stage 1 consultation indicate that nearly two-thirds of respondents agreed with the proposal to introduce a £0.40 per hour per child supplement whilst approximately a third were unsure that this was the correct level of funding.

Since the closure of the stage 1 consultation, further consideration has been given to the level of the deprivation supplement and discussions have continued with representatives from Schools Forum, via the Schools Forum Early Years Working Group. The outcome of this further review was the development of a range of options for the level of deprivation supplement, namely 30p, 35p and 40p of the total 52p available for supplements for consultation with providers. The outcome of this stage 2 consultation is support for the proposal that the deprivation supplement is set at 30p of the total 52p available for supplements.

Recommendation

Following analysis of the stage 2 consultation (appendix 4) and further to consideration by the Early Years Working Group and members of the Schools' Forum, it is recommended that the deprivation supplement will be set at 30p of the total 52p available for supplements.

9.2.2 Discretionary Supplements

The Government has confirmed that local authorities are able to choose from four discretionary supplement options, if they wish to include a discretionary supplement as part of their new local early years funding formula. These are:

1. **Rurality/sparsity**
2. **Flexibility**
3. **English as an additional language (EAL)**
4. **Quality**

Officers, in discussion with early years representatives from Schools Forum, considered the range of discretionary supplements, considering the impact they may have on improving outcomes for children across the borough and how effectively the Council would be able track and evaluate the impact of particular supplements. The outcome of this assessment is summarised below:

Rurality/Sparsity – this is not appropriate for Haringey.

Flexibility - this is not being recommended as the introduction of the 30 hour free entitlement will result in providers needing to provide a more flexible offer in response to market demand.

English as an Additional Language – this is not being recommended as there is insufficient data or evidence in Haringey that English as an Additional Language is a significant factor in children's gaps in attainment.

Recommendation

Following analysis of the stage 2 consultation (appendix 4) and further to consideration by the Early Years Working Group and members of the Schools' Forum, it is recommended that there will be no supplements set for Rurality/Sparsity, Flexibility or English as an Additional Language.

Officers are recommending the introduction of a quality supplement as a separate, fixed pot of £76,000 to be allocated amongst high quality providers to support system leadership. We believe that continuing to improve the quality of early years providers will have the biggest impact on outcomes for children. The funding would be allocated to providers by the Council and will support a:

- Model of setting to setting support working together to improve standards.
- Growing the number of childminders providing free entitlement by creating a childminders champion scheme providing peer to peer support.

The key aims of the proposal to introduce a supplement for quality are:

- Increase the number of children in good/outstanding settings
- Improve safeguarding across all providers
- Improve outcomes for the most deprived children in line with the Council's statutory duty of diminishing the difference in children's achievements, our Early Years Strategy and Corporate priorities.

9.2.3 Haringey Universal Base Rate

As part of the stage 2 consultation exercise, officers modelled the impact on the universal hourly base rate of adopting three different options for allocating supplements (deprivation and quality). This is illustrated in Table 5 below.

Table 5. The impact of different options for allocating supplements on Universal Base Rate payable to providers

Proposed Options	Option 1.1	Option 1.2	Option 1.3
Proposed Deprivation funding rate (£/hr)	0.30	0.35	0.40
Distribution of supplement funding			
	£	£	£
Total Funding available for all supplements	1,393,880	1,393,880	1,393,880
Less: Funding pot for Quality supplement (System Leadership)	(75,900)	(75,900)	(75,900)
Funding available for other supplements	1,317,980	1,317,980	1,317,980
Funding allocated for Deprivation	(891,765)	(1,040,393)	(1,189,020)
Funding available for proposed Base rate top up	426,215	277,588	128,960
Total funded hours	2,972,550	2,972,550	2,972,550
Proposed Base rate top up (£/hr)	0.14	0.09	0.04
Proposed Universal Base Rate as a result of top up (£/hr)	4.88	4.83	4.78

Recommendation

Following analysis of the stage 2 consultation (appendix 4) and further to consideration by the Early Years Working Group and members of the Schools' Forum, officers are recommending implementation of option 1.1: a mandatory deprivation supplement funding set at £0.30 per hour out of the £0.52 per hour available for supplements and the adoption of an enhanced universal base rate of £4.88 per hour per child.

9.3 Nursery Schools

9.3.1 There are three nursery schools, Rowland Hill, Pembury House and Woodlands Park in Haringey. All three nursery schools offer childcare, alongside early education. This includes wrap-around, holiday and after-school provision for 3 and 4 year olds and childcare for children under the age of three.

9.3.2 The government has recognised the unique challenges for nursery schools across the country and has allocated Haringey a separate stream of funding of £628k per annum. The level of funding has been calculated by the DfE and is intended to support the sustainability of the three nursery schools. This funding

will be shared equally across Pembury, Rowland Hill and Woodlands Park nursery schools as part of their funding allocation for 2017/18.

- 9.3.3 The Government has also set out its commitment to undertake further consultation on the future of nursery schools in early 2017 and we believe this will provide a clearer understanding of the national view on support and funding for nursery schools in the longer term.

9.4 Funding rate for the 2 Year Old Free Entitlement

There remain two priorities for the continued delivery of the 2 year old free entitlement. First, to ensure that we have a sustainable funding rate for the 2 year old place provision and are able to manage the transition from Haringey's current funding rate levels to the rate at which the Council is funded. Second, to safeguard the sufficiency of 2 year old places in the short to medium term, given the introduction of the 30 hour offer from September 2017.

As part of the stage 1 consultation exercise, we asked providers for their preferred option for reducing funding from the current £6.00 per hour per child paid by the Council to the £5.66 per hour per child proposed by the government. The majority of respondents indicated that their preferred option was to introduce the reduction in 2019/20 which supports long term delivery of the 2-year old programme and continued incentivisation of increased take up.

Recommendation

After reviewing the consultation responses and after considering the funding available to support the current enhanced rate, Officers are recommending the introduction of a £5.66 funding rate from April 2019.

10. Other use of DSG Early Years Funding

10.1 Maintained Childcare and Childcare Subsidy

The Local Authority currently maintains childcare provision across eight settings in the borough. Four of these provisions are organised and managed by school governing bodies:

1. Rowland Hill
2. Pembury House
3. Woodlands Park
4. Broadwaters (part of the Willow Primary School)

The remaining four are directly managed by the Council :

1. Park Lane
2. Stonecroft
3. Woodside
4. Triangle

- 10.2 Approximately 500 children are currently in receipt of care provided through these settings. Across the eight children's centres offering childcare, the approximate numbers of places offered in 2016/17 are;

Age range	Number
0-2 years	44
2-3 years	353
3-4 years	155
TOTAL	552

- 10.3 The projected cost of delivering maintained childcare services for 2016/17 is £4,748,082. Income generation is estimated at £ 2,934, 262 for the same period. For 2016-17, the actual amount needed to close the gap between costs and the income generated through fees is projected as £1,814m. With the level of DSG subsidy at £1,427,000, this means that for 2016/17, there will be a call on the General Fund of £387K.
- 10.4 The effect of the requirement to pass through 95% of early years funding direct to providers by 2018/2019 means there will be a reduction in available funding for subsidy of £0.977m in 2017/8 and of a further £0.232m in 2018/19, a total of £1.209m by 2018/19. There will no longer be funding available for the Council to provide a childcare subsidy to the borough's eight maintained childcare settings from April 2017. Detailed work has been carried out with each of the maintained settings to identify the full impact of the loss of subsidy and establish a plan to support the financial viability of each setting in the context of an increased hourly base rate, application of supplements, a funding stream for nursery schools and a requirement to increase fees. A DSG funding amount of £0.7m is being proposed in this report to be set aside as transitional funding to subsidise childcare for the period from April to August 2017 prior to the introduction of new fees and the 30 hours funded entitlement for 3 and 4 year olds.

10.5 Childcare Fees

Fee levels for 2016-17 are:

£179 per week for a full-time 3-4 year old place (before deduction of the free entitlement)

£205 per week for a full-time 2-3 year old place

£230 per week for a full-time 0-2 year old place

As all of the maintained settings have experienced increasing service delivery costs year-on-year, mitigating the impact of this loss in subsidy funding requires childcare fees for the eight settings to rise from current levels.

A programme of review and development of business models has been completed for each of the eight maintained settings. An outcome of this work has been the identification of the need for each of them to charge fees appropriate to their circumstances and to ensure that service delivery costs could be met through fee and DSG grant income alone.

Through officers' engagement with the school-run maintained childcare settings, it has become clear that the schools themselves are best placed to determine the fee level that fits with their developing business models. A Council-determined fee structure would appear to restrict the ability of the

schools' governors and senior leaders to establish a sustainable model that is appropriate for the different communities they are serving.

Recommendations

In light of the work officers have undertaken with the affected settings to review the market model for the eight maintained settings and feedback from the stage 1 consultations, officers are recommending the following:

- To replace the current, Council-determined single fee structure, applied across all four Council-run childcare settings with a new structure where fees differ from setting to setting.
- To remove the Council's involvement in setting the fees for school-based early years provision, allowing the four maintained school-run settings to set their own fees. This would affect: Woodlands Park, Pembury House, Rowland Hill and Broadwaters.
- To increase fees for the four Council-run childcare settings from current levels in order to generate the levels of income required to mitigate the loss of subsidy funding. This change to fees would be implemented from September 2017 and kept under review due to the risk of a negative impact on service take-up and therefore, fee income generation.

11. Childcare in North Tottenham

- 11.1 The take up of the free early education entitlement and open market childcare in North Tottenham has been a concern to officers, ahead of the government's anticipated changes to the early education offer and associated early years funding.
- 11.2 In the North Tottenham area, the Council's Park Lane provision serves one of the most deprived parts of the borough. The setting experiences continual challenges due to difficulties in achieving full occupancy as parents/carers struggle to afford the current fee rates.
- 11.3 In the report considered by the Cabinet Member for Children and Families on 7th October 2016, it was pointed out that it was clear that any increase in fees may only contribute further to the setting's inability to be sustained through fee and free entitlement income alone. It was stated that an alternative model of childcare would be developed, and that further work would be undertaken by officers to engage current and prospective users of childcare in the area, and develop the understanding of how best to meet the childcare needs for those living in the Park Lane catchment area. It was also intended to develop the understanding of how best to meet the childcare needs for those living in the North Tottenham area more generally.
- 11.4 The outcome of the consultation and engagement with the community is set out in appendix 2.
- 11.5 From our initial engagement with the community in the North Tottenham area, it was evident that affordability was a significant barrier for parents and carers.

The feedback also suggested that the childcare offer needed to be flexible to meet the needs of parents and carers seeking childcare part-time or to fit with non-traditional working patterns.

11.6 The challenges currently faced by the Council's Park Lane provision include:

- The high cost of running a 55 place childcare provision managed by the Council
- Low occupancy
- Tackling the impact on outcomes for children and families in an area of high deprivation

These challenges will be further exacerbated by the loss of childcare subsidy referred to in section.10 of this report. It is clear that any increase in fees, to mitigate the impact of the loss of subsidy, may only contribute further to the poor levels of fee income generated by the setting.

11.7 In light of this, work has been undertaken to review options for how a viable childcare provision could be maintained and continue to serve families in the North Tottenham area and a number of proposals for further work have been identified. It is now recommended that these should be explored, at pace, in order to have a refreshed, financially viable offer in place at the Park Lane setting from as early as September 2017.

11.8 Addressing the needs of the community cannot be undertaken solely on the basis of implementing a new early years funding formula for Haringey. Rather, the work that has been started, and reflected in the recommendations below, will continue in collaboration with colleagues working in the Council's Economic Development and Regeneration teams to commission a refreshed childcare offer that is designed to:

- Increase access to the free early education and childcare
- Support local families who are entering the job market
- Support local families who are planning to go back into training/ volunteering as a stepping stone to gaining skills for the job market – particularly parents of children who are two year old.

12. Targeting funding towards ensuring access to good quality early education for the most vulnerable children.

12.2 Each year approximately 30-50 children under 5 years of age, deemed at risk, children in need or subject to plans are provided with access to childcare places as part of support packages.

12.3 Currently the majority of these places are commissioned within the eight maintained settings, which means that costs per place are higher. In future, the approach will be to ensure that places can be secured in good or outstanding settings closest to a child's home location and this may be in settings other than the eight maintained provision.

- 12.4 The estimated cost of these places, based on the current profile of places, is approximately £400k. The projected reduction in funding in future years will mean there would need to be some careful consideration of demand for such places and how best to meet the needs of these children.

Recommendation

It is recommended that, where there may be early years funding remaining, once the early years funding formula and centrally retained items have been taken into account, any available funding is directed towards ensuring access to good quality early education for our most vulnerable children.

13. Contribution to strategic outcomes

- 13.1 The proposals within this paper contribute to how the Council seek to address the objectives set out in the Corporate Plan 2015-2018. In particular, they have a bearing on how the Council is able to continue to meet the objectives set out under the priorities below:

- **Priority 1**: All children will have the best start in life
- **Priority 4**: Ensuring that residents have the training, skills and support to find and keep good quality employment

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

14.1 Finance and Procurement

- 14.1.1 This report deals with the budget plans for Early Years provision for 2017/18, including the funding formula to be used (following consultation) and the early years strategy.

- 14.1.2 The main budget report, elsewhere on this agenda, sets out the overall outcomes from the Schools Forum meeting on 16th January 2017, which considered the Dedicated Schools Budget for 2017/18. Dedicated Schools Grant funding for Early Years may only be used for activities set out in the Schools and Early Years Funding Regulations. For 2017/18, the Department for Education has introduced a national funding formula for early years provision and it has put limits on how much of the funding received for 3 and 4 year olds may be retained by the Authority for central early years support. The Schools Forum must agree any central early years expenditure and they have agreed the proposed use of £1.049m for the 2017/18 DSG funding stream for 3 and 4 year olds and up to £0.7m from unspent DSG in previous years to manage the reduction of the childcare subsidy in local early years settings. Schools Forum has also agreed that £0.188m of DSG from previous years may be used to continue to pay for 2 year olds provision at a rate of £6.00 per hour, rather than the £5.66 which is provided through the DSG.

- 14.1.3 The pupil-led funding for 2, 3 and 4 year olds is an estimate at this stage, based on past activity levels: the amount due for 2017/18 will be based on the

prevailing number of hours being funded at the time of the January 2017 and January 2018 pupil census. The final amount due for 2017/18 financial year will not be confirmed until the summer of 2018. The DfE have indicated that their requirements about capping central early years expenditure will be monitored in outturn data, so officers will need to monitor levels of take-up in order to ensure that central expenditure limits are not breached.

- 14.1.4 The proposals regarding phasing out the subsidy levels for early years settings will require a business plan for each setting. If there is neither General Fund nor Dedicated Schools Grant subsidy for childcare from September 2017, this will either require increases in income (whether in the level of fees chargeable, the numbers paying such fees, or alternative third party income) or reductions in expenditure (whether through efficiencies or by reducing provision offered).

14.2 Assistant Director of Corporate Governance

- 14.2.1 The relevant statutory obligations of the Council are set out in the body of the report. In order for the consultation process described in the report to have been legally valid, the Council needed to have :-

- a) Consulted when the proposals were still at a formative stage
- b) Provided those consulted with not only the proposals but with other available options, even if they were not the Council's preferred options
- c) Given those consulted adequate information about the proposals and options, so that they had a fair and proper opportunity to understand them
- d) Given those consulted adequate time by which to respond
- e) Considered any responses properly and genuinely.

- 14.2.2 The timescales allowed for consultation with providers at Stage 2 (9 days) and with the Schools' Forum (4 days) were short. It is arguable that in both consultations the consultees have not been given an adequate time in which to respond. The Council's "Consultation Strategy: Guiding Principles of Consultation" says that there should be a minimum of one month for consultation unless there are pressing reasons of urgency". That said, it is clear that there is a need for Cabinet in February 2017 to decide on the proposals given the Council's statutory obligation to issue notification of indicative school budgets to governing bodies by the end of February 2017. It is also clear that there has been extensive consultation with early years providers in Haringey, that funding information by the DfE was published as late as early December 2016, that officers then had to assess the implications of that information for funding early years in Haringey, and that the proposals will result in increases in funding rates of the free early education entitlement for 2, 3 and 4 year olds for those providers. Given these circumstances, the risk of a successful legal challenge by way of a judicial review of a decision of Cabinet to accept the recommendations at paragraph 3.1 on the grounds of insufficient time for consultation would seem to be low.

14.3 Equalities

14.3.1 The Council has a public sector equality duty under section 149 of the Equality Act 2010 to have due regard to the need to:

- `Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it
- A “relevant protected characteristic” is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

14.3.2 Securing the long-term sufficiency of childcare provision for all parents to access is the key priority underpinning the proposals in this report. This will include from September 2017 an expanded offer of up to 30 hours per week free childcare for eligible 3 and 4 year olds, as well as the continuation of 15 hours per week of free childcare for the 40% most deprived 2 year olds. Improving equality of access to quality early years education and supporting parents to work are key policy drivers.

14.3.3 A full equality impact assessment has been completed and is attached at Appendix 5. Key mitigations identified are:

- introduction of flexibility in the level of fees for maintained settings to reflect their different demographics and demand
- delay of any reduction in the funding rate for 2 year old free entitlement until 2019/20 to support financial planning and stability
- robust Information, Advice and Guidance sessions, particularly targeted at groups identified as vulnerable (lone parents, younger parents, children with SEND). The IAG will encourage take up of tax credits and other related benefits, provide information on wider support and access to employment advice. IAG sessions will also be targeted and open to all new parents to assist them in choosing a local childcare provider and accessing support available.
- The Council has a duty to ensure the sufficiency of childcare in the borough, which includes affordability, flexibility and demand for places. Critical to the monitoring and oversight is the completion of a Childcare Sufficiency Assessment every 3 years (with the next assessment due to be published later this year), and this will inform the area’s future childcare policy including setting of fees and funding formula for free entitlement hours.

- The Council has been working with all providers since October 2015 to ensure guidance and business support was provided to enable settings and childminder to survey their community and plan for the new 30 hours offer.
- Statistical information have also been used to determine the sufficiency of places and enable the Council and providers to have a clear picture of offer and demand.
- The Council is also working with other organisations to inform the community of the 30 hours offer.

15. Use of Appendices

- 15.1 Appendix 1 - Stage 1 Consultation Report Early Years Education in Haringey: Providers' Responses
- 15.2 Appendix 2 - Stage 1 Consultation Report Early Years Education in Haringey: Northumberland Park Ward Responses
- 15.3 Appendix 3- Stage 1 Consultation Report Early Years Education in Haringey: Residents' Responses
- 15.4 Appendix 4- Stage 2 Consultation Report Early Years Education in Haringey: Providers' Responses
- 15.5 Appendix 5 - Equalities Impact Assessment

16. Local Government (Access to Information) Act 1985

Appendix 1

Stage 1 Consultation Report Early Years Education in Haringey: Providers' Response

Purpose	<p>The government is proposing changes to the way early years education for all 3&4 year old children is funded from April 2017 and has asked all local authorities and childcare providers for their views on the proposal to have a national funding formula for the Early Years Block of the dedicated School Grant (DSG).</p> <p>In light of this, Haringey Council launched a full 8 week consultation (from October 20th to December 18th, 2016) with all local residents and early years education providers.</p> <p>The stage 1 consultation for the early years' sector sought to gather views of providers on aspects of change that will have an impact on the delivery of the free early education offer and the childcare business as a whole.</p>
Who was consulted	<i>All Early Years Education providers Governors and Haringey Local Residents</i>
Methodology	Online survey, internet, websites, emails, paper copy survey and engagement sessions
Engagement sessions	<p>We worked with the Early Years Quality Team to plan and deliver five sector specific sessions in November and December 2016, attending many of the pre-arranged sector meetings.</p> <p>During these sessions we spoke to 34 governors: 25 present at the Haringey Governors' Association Meeting and 9 at a specific consultation meeting organised for Governors; 48 early years sector representatives at the PVI Forum and the Foundation stage Coordinator meeting; and 12 childminders at the Childminders' Forum.</p> <p>During the session we received feedback in relation to the online questionnaire not functioning for some providers; therefore we distributed paper and electronic copies of the questionnaire and arranged for two specific and convenient collection points to be set up: one at the Professional Development Centre and one at River Park House. No questionnaires were returned using this method.</p>
Summary of responses	<p>A total of 17 completed online surveys were received from Haringey's providers. One paper response was returned.</p> <p>Comments were also received by letter and email and are included in Appendix 1a</p> <p>Comments received on line are included in Appendix 1b</p>

	<p>Providers' Responses</p> <p>The consultation asked providers their views on the Council's preferred option for introducing a universal base rate paid to all providers from the financial year 2017/18 (Option 1) and their views on two alternative options:</p> <ul style="list-style-type: none"> • Option 2 - to defer the payment of a universal base rate until 2019/20 when it will become mandatory or • Option 3 - to phase the implementation of universal base rate by increasing the current rates by 5% year on year until 2019/20. <p>Of the 17 respondents:</p> <ul style="list-style-type: none"> • 70% agreed with the council's preferred option; 18% disagreed and 12% were not sure • 35% agreed with the second option, 53% disagreed and 12% were not sure • 24% agreed with the third option provided, 47% disagreed and 29% were not sure
	<p>The consultation also asked providers their views about the Council's preferred option for paying out the mandatory deprivation supplement of £0.40 per hour per child out of the Department for Education (DfE) allocation of £0.52 per hour per child, from April 2017 and asked for alternative suggestions for the deprivation supplement funding rate.</p> <p>Of the 17 respondents:</p> <ul style="list-style-type: none"> • 59% agreed with the Council's proposed rate • 29% were not sure • 6% disagreed • 6% did not answer <p>Of those who answered most stated that the deprivation supplement was to be prioritised in order to provide good services for children. Two respondents indicated that the whole £0.52 per hour/per child available for supplements should be used for deprivation.</p>
	<p>The consultation asked providers their views on the Council's proposal to introduce a £0.12 per hour per child discretionary supplement targeted towards supporting providers in the delivery of the additional 15 hours free entitlement.</p> <p>Of the 17 respondents:</p> <ul style="list-style-type: none"> • 76% agreed • 18% disagreed • 6% were not sure <p>The providers were also asked whether they agreed, disagreed or were not sure about the proposal to limit the payment of such supplement to one year recognising the initial challenges of introducing this new 30 hours provision.</p> <p>Of the 17 respondents:</p> <ul style="list-style-type: none"> • 18% agreed • 35% disagreed

	<ul style="list-style-type: none"> • 41% were not sure • 6% did not answer
	<p>Finally the consultation asked providers about the funding for eligible 2 year olds receiving 15 hours free early learning. The allocation the Council receives from the DfE will increase from the current rate per hour per child of £5.28 to £5.66 from 2017/18. This new rate will, however, be lower than the £6.00 agreed with Schools Forum and currently paid to providers.</p> <p>The Council presented the providers with 3 options:</p> <ol style="list-style-type: none"> 1. Introduce the government proposed funding rate of £5.66 from April 2017 2. Taper the funding rate from the current £6.00 to £5.66 in 3 years from 2017/18 3. Reduce the funding rate from the current £6.00 to £5.66 from 2019/20 <p>Of the 17 respondents:</p> <ul style="list-style-type: none"> • 70% selected the third option • 12% selected the second option • Nobody selected the first option • 18% did not answer this question
Conclusion	<p>The majority of respondents agreed with the Council's preferred option (Option 1) of paying a universal base rate to all providers from April 2017. In general respondents felt that this was the fairer option and would give providers a better rate.</p> <p>Almost three fifths of all respondents agreed with the Council's preferred option of a £0.40 deprivation supplement out of £0.52; however over one quarter of respondents was unsure that it was the correct level of funding.</p> <p>Just over three quarters of respondents agreed with the Council's proposal for the discretionary supplement of £0.12 per hour, per child, targeted towards supporting providers in the delivery of additional 15 hours free entitlement. Generally the respondents that agreed recognised that this was a transitional funding arrangement, However the majority of respondents were unsure about this proposal and a few did not understand why it was necessary.</p> <p>When considering the funding rate for eligible two year olds, the majority of respondents would want to maintain the current funding rate of £6.00 over the next two financial years and introduce a taper from 2019/20. The respondents felt that this was the best option in a time of so many other changes and would guarantee a level of stability.</p>
Council's response	<p>In light of the responses received in stage 1 consultation, Haringey Council's Officers recommend:</p> <ul style="list-style-type: none"> • Universal base rate - Introduce a universal base rate payable to all providers in 2017/18 (See Stage 2 Consultation).

	<ul style="list-style-type: none"> • Mandatory deprivation supplement - Further consideration has been given to the level of the deprivation supplement and we are now considering a range of options namely 30p, 35p and 40p of the 52p available for supplements (See Stage 2 Consultation). • Discretionary supplements - Introduce only a quality discretionary supplement as a fixed separate pot of £76,000 to be allocated amongst high quality providers to support system leadership. We believe that continuing to improve the quality of early years providers will have the biggest impact on outcomes for children (See Stage 2 Consultation). • Free entitlement for two year olds - Reviewing the response and after considering the funding available to support the current enhanced rate, Officers are recommending the introduction of the £5.66 funding rate from April 2019. <p>Following the publication of the final government's response to its consultation and the associated operational guidance in December 2016, Haringey Council will be launching a stage 2 consultation with providers gathering their views on the following areas:</p> <ul style="list-style-type: none"> • Option for the level of the universal base rate • Options for the levels of funding for the mandatory deprivation supplement • The proposal that the discretionary supplement will be for quality, allocated amongst high quality providers to support system leadership
What happens next	6/01/2017 – Schools Forum Early Years Working Group Meeting 9/01/2017 - Stage 2 Consultation launches 16/01/2017 – School Forum Meeting 20/01/2017 – Stage 2 Consultation closes 14/02/2017 – Cabinet meeting
For further information, please contact:	Earlyyearsconsultation@haringey.gov.uk
Dates of consultation:	Stage 1 - 20 th Oct - 18 th Dec 2016 Stage 2 – 11 th to 20 th January 2017
Attachments:	Appendix 1a – Anonymised written responses received by mail or email Appendix 1b – Online comments

Appendix 1a

Stage 1 Consultation – Funding Early Years Education in Haringey

Provider's email/letter comments

Survey for Providers

1. Questions 1-3: Timing of introduction of new base rate

The new base rate represents an increase for Woodlands. On a standalone basis, therefore, it would benefit Woodlands for the rate to be implemented as soon as possible. However, our priority is that funding for Woodlands Park Nursery School & Children's Centre as a whole remains as stable as possible pending the government's imminent consultation on the future of maintained nursery schools. In addition, we strongly feel that the cut to the childcare subsidy in particular is being very badly rushed (as explained above). If it is necessary for the new base rate to be postponed or staggered in order to maintain our funding as a whole then that is what we would prefer.

2. Questions 4a -4b: Deprivation supplement

We have no response, particularly in view of the fact that this is currently being reconsidered in the light of the recent publication of the government's response to its own early education funding consultation.

3. Questions 5a-6b: Discretionary supplements

We have no response to the council's proposals in the survey, particularly in view of the fact that this is currently being reconsidered in the light of the recent publication of the government's response to its own early education funding consultation. We would support a supplement for quality, as per the government's consultation response.

4. Question 7: Funding for the 2 year old programme

Again, our priority here is that funding for Woodlands Park Nursery School & Children's Centre as a whole remains as stable as possible pending the government's imminent consultation on the future of maintained nursery schools. Our view on the preferred timing of the implementation for the new 2 year old rate is entirely dependent on how it could best interact with other funding elements to achieve that aim.

Conclusion

As an overriding note, we fear that the consultation as a whole reflects a lack of a strategic vision and co-ordinated oversight of the nursery schools and their role and value within Haringey. This includes the lack of a forward/transitional plan as we try to work out the impact of 30 hours and a single funding rate. This is particularly regretful at a point in time when national policy appears to be recognising the unique role for nursery schools as system leaders and centres of excellence. However, we note the recent and planned meetings between the nursery schools and the council officers in this regard and we hope that they represent the beginning of a more strategic approach.

Submission from Woodlands Park Nursery School & Children's Centre

GOVERNING BODY RESPONSE TO THE 'FUNDING EARLY YEARS CONSULTATION'

As many of the parents at Pembury House Nursery School and Children's Centre do not have English as a first language they have found it extremely difficult to respond to the questions in

the consultation about fees. The language used in the consultation document is difficult to understand and inappropriate to the clientele who use our services.

In the light of Haringey's commitment to 'enable every child and young person to have the best start in life, with high quality education' it is a major concern that the Council is removing its funding. It will not be possible to depend on fees to replace the removal of the childcare subsidy and supplementary funding despite the Government's contribution.

This will inevitably mean we cannot retain the current number of staff and therefore will reduce the number of places available for children. The impact of this will mean that more vulnerable families will be unable to access our services and intervention thereby becoming a cost to social services which have their own difficulties. The loss of high quality education for the children will have a detrimental impact on their life chances.

The Government has stated that it is committed 'to how best to secure the high quality provision in the longer term'. Furthermore the Government's supplementary funding of £55m per year is intended to enable local authorities to maintain their current funding levels...and ensure that the important contributions that nursery schools make to the social mobility of young children in disadvantaged areas continues'. This will not be possible in our area of Haringey which has been acknowledged as one of the most deprived areas in the Borough because of Haringey's reduction of funding.

The Local Authority must be aware of the situation that will arise for the nursery schools by the removal of the childcare subsidy but there is no mention of this in the consultation nor any options presented. Now that the Government has responded to its consultation and we know the funding that will be available we need to be assured that the local authority will find ways to ensure the sustainability of the nursery schools.

Chair Pembury House Nursery School and Children's Centre.

Appendix 1b

Stage 1 Consultation – Funding Early Years Education in Haringey

Provider's online comments**Universal Base Rate****Proposal:**

Option 1 - To introduce a universal base rate from April 2017:

Q1b – Please provide reasons for your answer:

Seems fair option
Why is other part of London are getting a higher rate of pay? are we not doing the same job as others child care providers? it will have a big affect in small setting like child minders as we don't have a bigger premisses (<i>sic!</i>) as nursery/school where they can have more children. why can the rates be the same to all providers? in London
As I understand the above statement, for the nursery to continue to provide the outstanding service that ofsted (<i>sic!</i>) and parents have said it does we should agree to this proposal.
Agree with base rate but the loss of supplements for quality will mean we will be getting less overall than presently.
We have incurred a loss over the last few years and the proposed funding rate is higher than the rate that we receive at the moment.
Fairer system
Good idea
Funding should be more favourable for us as a primary school nursery
This is a transparent formula and, our Nursery class would not miss out on a significant funding
If it meets minimum running costs and maintains quality for all types of providers. MNS have legal responsibilities that must be funded.
It appears that providers will all receive higher level of funding.
WE DO NOT FEEL THIS ACTUALLY IMPROVES OUR POSITION AS, AT THE PRESENT TIME, OUR INCOME IS £5.35 P/HR.

Proposal

Option 2 - To introduce a universal base rate in 2019/20 when it becomes mandatory

Q.2b – Please provide reasons for your answer

We need to move forward quickly
I feel for the council to provide a good, excellent service we should agree for option 1
The change is going to happen so I would rather work on budgeting sooner rather than later.
Providers may miss out on funding
Would prefer extra funding for 2017/18 when there are so many changes to implement with the 30 hour provision
Using this option our Nursery class will miss out on a significant funding
For reasons above

It appears that providers will lose out on funding.
WE WOULD LIKE ALL THE MONEY, TO UTILISE IN THE BEST POSSIBLE WAY TO ACHIEVE MAXIMUM OUTCOMES FOR THE CHILDREN.

Proposal

Option 3 - To phase in the introduction of a universal base rate by increasing the rate year on year until 2019/20

Q 3b – Please provide a reason for your answer:

money needs to reach nurseries quickly
that would be great, why can we do this at the start.
I feel it would be best for users and providers to go ahead with option 1
Schools need time to manage budgets and sudden large changes to income for EYFS will disadvantage them.
Seems fairest option
Sounds complicated!
This option is better than option 2. The Nursery class would be able to obtain more funding than using option 2, however it is very complicated and it is not transparent as option 1.
with enough time for financial planning it is possible to manage a change but with limited time a phasing in is necessary
The delay may not be fair and equitable to all providers.
STARTING AT A RATE OF £4.74 A 5% INCREMENT FOR BOTH YEARS RESULTS IN LESS THAN £4.74 AT THE END OF THE TWO YEARS AND CONSEQUENTLY WE WOULD HAVE LESS SPENDING TO ACHIEVE THE BEST OUTCOMES FOR THE CHILDREN.

Mandatory Deprivation Supplement

Proposal:

To set from 1st April 2017 a mandatory deprivation supplement of £0.40 per hour per child from April 2017

4b – Please provide reasons for your answer:

deprivation needs to be prioritised
This will assist in providing a continued excellent service.
How much is deprivation at the moment? Will we be losing more money? 40p is significantly less than 50p
I'm not sure I completely understand this, if it would be on top of the original funding or make up part of it.
Seems quite sure but as a governor not 100% familiar with the issue yet
The supplement is capped at 10% and it is deducted from base rate. I believe the providers should be able to retain £0.52
to have a greater impact in areas of deprivation higher resources are needed
As we are a Centre that has many children with speech and language delay, we need this additional funding to provide targeted support to these children. This is vital to their development and progress.
ANY POSITION WHERE THE INCOME STREAM TO THE SETTING IS GREATER THAN THE PROPOSED £4.74 HAS TO BE BENEFICIAL, ALTHOUGH OBVIOUSLY THE ADDITIONAL £0.12 TO ACHIEVE SHOULD BE THE MINIMUM AMOUNT SET ASIDE TO PROVIDERS.

Appendix 2

Stage 1 Consultation Report
Early Years Education in Haringey:
Northumberland Park Ward Residents' Response

Purpose	The government is proposing to change the way early years education for all 3 & 4 year old children is funding
Who was consulted	<i>Local Haringey Residents, Early Years Education providers (childminders, nursery school), Governors,</i>
Methodology	Online survey, internet, websites, emails, engagement sessions
Engagement Sessions	<p>We planned and delivered nine area specific sessions starting on the 1st November until the 9th December 2016 and including an outreach session on the 15th November 2016 knocking on doors, visiting local key services and facilities.</p> <p>During these sessions we spoke to 28 parents/carers supporting them to complete the questionnaire.</p> <p>These responses have been included in the overall feedback.</p>
Summary of responses	<p>A total of 43 responses were received to the survey:</p> <ul style="list-style-type: none"> • 40 responded via the paper version • 3 responded using the online questionnaire <p>No comment was received by post or email.</p> <p>Northumberland Park Ward Residents' responses</p> <p>Profile of respondents</p> <p>90% of respondents were residents of the Northumberland Park Ward 43% were Lone parents and 57% were in a two parents' household. The combined percentage of respondent living in social housing (Home for Haringey, private lease, temporary housing and housing association) is 20.1% lower than the ward profile (November 2015) of 48.6%, but higher than the percentage of respondents that are privately renting (12.29%) and those that occupy their own property (8.19%).</p> <p>Childcare Arrangements</p> <p>38% of the respondents had children in full time 8 to 6 childcare. This was by far the largest group. 14% of respondents stated that they were using other childcare forms; this meant mostly free entitlement without specifying in which provision.</p>

12% stated they had morning session in a school nursery
10% stated that they used friends and family and an equal percentage used part time all year round childcare

When asked about using informal childcare 38% of the respondents said they did and 57% stated they did not. 5% did not answer this question

When asked whether they paid towards their informal childcare, 40% stated they did not and 48% did not answer. Only 2% stated they did pay.

When asked about swapping childcare 50% stated they did not and 33% said they did with 12% not answering the question.

When asked about what help they had to pay for childcare 31% of the respondent declared they did have none, 29% used tax credits, 19% did not pay for their childcare and an equal percentage did not answer.

By far the most popular reasons for using childcare were working or looking for work. 47% of the respondents that were working did so part time and 29% full time.

Household income and ability to pay

76% of the respondents have a joint household income below £35k, with 39% being on low income (below or up to £16190) and another 27% having an income between £16,191 and £25,000.

Income Support (16%), Job Seeker Allowance and Housing Benefits (both at 17%) were the most popular forms of benefits that the respondents received. However 43% of the respondents left the answer blank.

When asked about their ability to pay for childcare 57% stated that they could only pay below or up to £150 a week, 7% stated they could only afford a free entitlement place and 36% provided no answer to the question.

Conclusion

Profile of respondents

The respondents seem to reflect the profile of the ward in terms of the higher percentage of residents living in social housing compared to those that own their own property or rent privately. This is consistent with the ward having the lowest percentage of owner occupiers in the borough (only 23.8% compared to 40.3% for the whole borough).

The high percentage of households on low income also reflects the ward trend in terms of having the lowest levels of level 4 or above qualifications, having the highest proportion of adults with no qualifications and having the highest proportion of part time workers in the borough.

Lone parents are proportionally over-represented amongst the respondents compared to the ward proportion at 18.8%. [*Northumberland Park Ward Profile, November 2015*]

Childcare & household income/ability to pay

The respondents largely used childcare full time as they were working or looking for work. Informal childcare and swapping childcare were also popular choices with over a third of respondents stating that they used them. However over three quarters of respondents declared to be on low income which reflected in respondents stating that they would only be able to pay up to £150 per week for their childcare. It appears that some work with local families needs to be conducted in terms of ensuring they take up their tax credits or in work benefits as less than a third of respondents declared to do

	<p>so.</p> <p>The responses seem to vouch for having childcare that can support local working families as the percentage of economically inactive parents in the area dropped in 2015 compared to the 2011 CENSUS figures and a large percentage of respondents were working parents.</p> <p>Affordability is a significant issue for the respondents who are largely on low income even if working, as a significant percentage work part time, this being also consistent with borough and national data on lone parents being on lower income and less able to afford childcare as lone parents were over represented among the respondents.</p>
Council's response	<p>The consultation results validate the council officers' proposal to focus the funding and support in this ward on four specific areas:</p> <ul style="list-style-type: none"> • Support for local working families – from the responses to the consultation it appears that more needs to be done in helping working families access their in work benefits' entitlement and maintaining a level of flexible full time provision at affordable cost • Support local parents that need affordable childcare to enter the job market – equally having affordable low cost childcare seems to be a paramount priority to continue increase the number of local residents that become economically active as part of the area regeneration strategy • Support for local parents training as a stepping stone to gaining skills for the job market – see point 2 above • Supporting the development of local workforce – this priority seems to sit well with the need to increase the qualification levels of local residents and help them gain higher paid employment which will in time allow the families to be more able to afford childcare
What happens next	The findings of this survey will inform the report which will be submitted to the cabinet for consideration and final decisions in February 2017.
For further information, please contact:	Earlyyearsconsultation@haringey.gov.uk
Dates of consultation:	20 th Oct - 18 th Dec 2016

Appendix 3

Stage 1 Consultation Report Early Years Education in Haringey: Residents' Response

Purpose	The government is proposing to change the way early years education for all 3 & 4 year old children is funding
Who was consulted	<i>Local Haringey Residents, Early Years Education providers (childminders, nursery school), Governors,</i>
Methodology	Online survey, internet, websites, emails, engagement sessions
Engagement sessions	<p>As part of the consultation we planned and delivered ten face to face engagement sessions covering locations across the borough and including two weekend sessions. The face –to-face engagement started on 24th October and ended on the 10th December 2016.</p> <p>During these sessions we have spoken to a total of 85 residents who were parents of children under the age of 5.</p>
Summary of responses	<p>A total of 62 residents completed the residents' survey. 61 were online response and 1 was a paper response.</p> <p>Comments were also received by letter and email.</p> <p>Residents responses:</p> <p>Qu.1 Residents were asked to give their views on the proposal of the Council removing its involvement in the delivery of school based provision allowing schools to determine their own fee levels. The main responses included;</p> <ol style="list-style-type: none"> 1. 11 comments agreed with schools being able to set their own fees 2. 23 comments were received expressing their views that they wanted the fees to remain. With 4 comments suggesting that the fees should remain the same for existing parents and increase only for new parents applying. 3. 10 comments indicated that if schools were tasked with setting their own fees then there should be an independent regulator / standardised approach to ensure that the standards & quality of the provision matches the cost. As some residents were concerned that settings would increase their prices but not improve their standards or the services they offer. 4. 13 comments expressed concerns that proposed changes would not provide sufficient time for the settings to implement changes to fees. 5. 1 respondent stated that they would be happy with potential increase to fees if this enabled support for lower waged families. 6. 6 comments highlighted concerns that if settings were able to set their own fees, then the cost of child care provision would be determined by their place of residence, therefore settings in Muswell Hill could see a dramatic increase in fees to match other private providers in the local area. <p>7. 4 comments expressed that they were happy with the proposal of the council removing their involvement in fee levels.</p>

Qu2. Residents were asked to give their views on replacing the single fee structure with a new structure where fees are different from setting to setting. The main responses included;

1. 20 comments disagreed with the proposal of fees differing from setting to setting, as they highlighted that this would increase the divide between rich and poor families. Comments also included concerns that settings would not be prepared to implement these changes. With some respondents expressing concerns that this would result in fees increasing and creating an unsustainable environment for settings.
2. 4 comments seemed to be neutral about changing the fees structure, but suggested that there needs to be clear difference between settings, with an improvement to the provision and quality of the settings.
3. 4 comments were in agreement with a new fee structure that was selected by the providers.
4. 14 comments agreed with the proposal of differing fees across settings. Highlighting that for this to work settings would need support from the council and sufficient time to implement, including regulations to ensure that settings meet the correct standards.
5. 1 comment suggested that the fees should remain the same across settings but differ by age group.
6. 1 comment stated that they don't know.
7. 5 comments expressed that they didn't agree with the new structure, but stated that if subsidy was removed then the new structure would be the only option, but they expressed their concerns that sufficient support was provided to vulnerable families.
8. 1 comment suggested that pay should be according to the age of the child or the number of children per family.

Qu3a. Residents were asked if they thought that the amount of childcare fees they pay the school be according to their level of income. The response was;

- 32% Agreed
- 32% Disagreed
- 26% Were not sure
- 10% Didn't give a response

Qu4a Residents were asked if they thought that the amount of childcare fees they pay should differ according to whether they lived in the borough or were a resident outside of the borough. The response;

- 39% Agreed
- 26% Disagreed
- 26% Were not sure
- 9% Didn't give a response

Qu5a. Residents were asked what their thoughts were on having a flat fee. The response was;

- 37% Agree
- 26% Disagree
- 31% Were not sure

	<ul style="list-style-type: none"> - 6% Didn't give a response <p>Qu6a. Residents were asked what their thoughts were on having a sliding scale fees. The response was;</p> <ul style="list-style-type: none"> - 40% Agree - 34% Disagree - 19% Were not sure - 7% Didn't give a response <p>Questions 7-9 asked residents about their household income, and their weekly or monthly earnings:</p> <ul style="list-style-type: none"> • 69% of the respondents had an annual household income of £35,000 or more (18% stated their income was between 35 and 50K; 16% between 50k and 66K, 24% between 66 and 99K and 7% over 100K) • 18% of the respondents had an household income of between £16,901 and £35,000 (8% stating their income was in the lower income bracket of £16,901 and £25,000) • Only 3% had an income below £16,900 • 7% left the answer blank. <p>Qu10. Residents were asked to indicate how much, based on their income they could afford to pay per week for full-time childcare.</p> <ul style="list-style-type: none"> - 27 could pay between £150-£224 - 11 could pay between £250-£299 - 2 could pay between £300-£374 - 1 could pay between £375-£450 - 7 selected other - 14 Didn't provide a response
Conclusion	<p>The income profile of respondents indicates that the largest majority of responses were from working families using local childcare services. A similar percentage of respondents were families on middle income (34%) and families on higher income (31%). However only 7% were families that earned above 100k. This is in line with the local authority's current data on average household income of families using maintained childcare and provides an indication on the trend of potential entitlement for 30 hours free childcare.</p> <p>The greatest majority of respondents indicated that they would be able to pay fees between £150 -299 per week for their full time childcare (61.5%) – this is in line with both current maintained sector fees and the average childcare fees in the borough. It has to be noted that 43.5% selected fees at the lower end of the possible brackets (between £150 and £224 per week). Only 4.6% of respondents stated they could afford fees above £300 a week; however 22.5% left this question blank.</p> <p>The responses of residents to the questionnaire and the feedback collected during the engagement sessions clearly highlighted residents' concerns about potential fee increases which would cause greater financial pressure on families. This is in line with the outcomes of the recent Childcare Sufficiency Assessment (CSA 2015) in terms of parental concerns on the affordability of childcare.</p>

	<p>Concerns were also raised about the impact the changes could have on accessing good quality provision, particularly in relation to having different fee structures and levels and supporting vulnerable children.</p> <p>Opinions on linking fees to earnings were split with the same percentage of respondents in favour and against this option and 36% unsure or not responding. More respondents agreed than disagreed with the proposal to have different fees for families living out of borough, with a significant percentage being unsure.</p> <p>Respondents had similar views on having a flat or a sliding scale fee structure, however many more (31%) were unsure about having a flat fee structure than those unsure about introducing a sliding scale (19%). This seems to indicate that the respondents in the main favoured a sliding scale fee structure.</p>
Council's response	Haringey Council Officers have carefully considered the results of the consultation and are working with the maintained sector to ensure measures are in place to support the changes in funding.
What happens next	The outcomes of stage 1 consultation will inform the report to be submitted to cabinet for final decisions to be made in relation to fee increases and the timing of any change.
For further information, please contact:	Earlyyearsconsultation@haringey.gov.uk
Dates of consultation:	20 th Oct - 18 th Dec 2016
Attachments	<p>Appendix 3a – Anonymised written responses received by mail or email.</p> <p>Appendix 3b – Residents' Online Comments</p>

Appendix 3a

Stage 1 Consultation – Funding Early Years Education in Haringey Residents email comments

I think that the use of council funds and property for these nurseries has been extremely unfair. There is a subsidy from central council funds and there is presumably a further subsidy because these nurseries don't pay commercial rent on the space they use.

I support subsidy for families who have low income or for children who because of their family circumstances need high quality nursery care.

However, it is unfair that some local families who don't have these particular needs have been able to access and use subsidised childcare when others have not. Reasons that families might not have been able to use this care include the hours available, or the location, or the shortage of spaces.

People who have to use commercial providers pay a much higher price for nursery provision because there is no council funding, and private providers have to pay commercial levels of rent for the premises. These families that pay the higher fees then also contribute, via their taxes, to a subsidy to other families.

I have been unable to use council subsidised childcare because getting three children from my home to our nearest nursery in Crouch End every morning and then getting to my work in London at 8.30 would have been impossible - even if there were places available for them.

Appendix 3b

Stage 1 Consultation – Funding Early Years Education in Haringey Governors' email comments

1. Removal of the subsidy & timing

The survey does not ask for views on the removal of the childcare subsidy or the timing of the removal. Nevertheless, we would like to make the following points in response to the proposal.

Removal

We understand the difficulty of continuing with the childcare subsidy. We understand the problems with subsidising childcare over and above the national offer for families which happen to live within reach of the eight settings which receive it. However, please bear in mind that most of the settings provide high quality early education as part of their childcare which has been shown to improve life chances for the children who benefit from it. In most cases, the location of the settings means that many of the families who benefit do really need the subsidy.

Timing

A complete removal of the childcare subsidy with effect from April 2017 will not give us enough time to:

- plan carefully for implementation;
- give parents sufficient notice of an increase in fees or a change in the offer;
- consult with parents in order to change and adapt services in a responsive way; or
- re-structure as necessary (as the legal requirements ensure that time is given to listen and respond to those affected).

Our current estimate (which can only be an estimate in view of the other variables, particularly the as-yet-unknown rates for funded places for 2s and 3-4s) is that our fees would have to increase by at least one third. We do not believe it is fair to parents to impose such a hike in fees in the middle of an academic year and on such short notice.

Aside from the lack of fairness, our estimates are based on retaining consistent levels of uptake for places. We may unnecessarily drive away parents by imposing such a significant mid-year fee increase on short notice.

In addition, we are about to enter an admissions cycle and it is bound to adversely impact our uptake for places if we are unable to be clear with parents what the fees will be (which seems bound to be the case due to the very tight timescale).

Finally, April is a particularly difficult time to have to absorb this change on such short notice as income is significantly lower during the April to August period.

If the childcare subsidy has to be removed, the ideal situation would be for the change to be postponed until September 2018 (or failing that, at least until April 2018) in order to give us time to plan and consult with families. If the change was postponed until September 2017, it would not give us time to plan and consult with families properly as the fees for September 2017 need to be set now, but it would at least avoid a significant mid-year fee increase (or a very destabilising impact on the school's finances if we were able to absorb the loss of the subsidy for the April to August period).

2. Question 1: The Council is proposing to remove the Council's involvement in the delivery of school based provision allowing schools to determine their own fee levels. What are your views on this?

If the childcare subsidy is removed in its entirety then we would prefer to have the ability to determine our own fee levels. It is likely that Woodlands would need this ability in order to survive the removal of the childcare subsidy.

3. Question 2: The Council is proposing to replace the single fee structure with a new structure where fees are different from setting to setting. What are your views on this?

For Woodlands, if the childcare subsidy is removed in its entirety then it is likely that it will be in our best interest if the single fee structure is replaced with a new structure where fees are different from setting to setting. Otherwise, it is likely that fees at Woodlands would need to rise even more than they otherwise will in order to subsidise other settings, which Woodlands may not survive.

4. Question 3-6

At Woodlands, we value the diversity of our families. If we have to increase our fees by one third then it is likely that some of our families in most need will no longer be able to afford to use our childcare.

If the only way to make our childcare available to those families is a sliding scale, then we would welcome it subject to the following important provisos:

- We do not believe it is achievable unless some level of childcare subsidy is continued in order to subsidise the sliding scale. Otherwise, if we were going to reduce the fees paid by some families, we would have to further increase the fees paid by other families, and we don't think that those families will pay those higher amounts, some of which would have to be above market rates. To be clear, we do not believe we can increase our rates by more than one third, and we cannot cover our costs unless we increase them by that much. That means that **any** discount from that rate would need to be funded by subsidy.
- We do not have the capability to implement a sliding scale at Woodlands so it would need to be administered (and policed) by the local authority. It would also be very problematic for our relationships with families if we were to have to administer and police it ourselves.
- Before implementing a (subsidised) sliding scale, it would be crucial to model the amount of money that would be saved by doing so, in order to ensure that it would substantially exceed the cost of administering it. It may actually be more cost-effective to continue with a universal subsidy in order to reach those families who need it.
- We would caution that any sliding scale carries the risk of divisiveness among families. We would of course do our best to manage this so that it would not affect the atmosphere but we would welcome time to work with the local authority to further look into other local authorities' experience in this regard (for example Islington).

We understand why families living outside the borough should not receive the benefit of any childcare subsidy from the local authority but it is not clear why they should pay more if there is no childcare subsidy. However, we do not feel strongly about this provided that it should not be up to Woodlands to administer and police it. Again, that would be very problematic for our relationships with families.

5. Questions 7-10

Not applicable

Appendix 4

Stage 2 Consultation Report Early Years Education in Haringey: Providers' Response

Purpose	The government is changing to the way early years education for all 3&4 year old children is funded from April 2017.
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	<p>Following the final announcement from the Department for Education (DfE) about funding for Early Years Education, the Council launched a stage 2 consultation with providers. This follows an 8 week stage 1 consultation for all providers running from 20th October to 18th December 2016.</p> <p>In the initial consultation the Council asked providers for views about:</p> <ul style="list-style-type: none"> • The universal base rate • The deprivation supplement • Options for introducing a deprivation supplement • The free entitlement for two year olds <p>The stage 2 consultation with Early Years Education Providers opened on January 9th and closed on January 20th, 2017.</p> <p>The Council sought to gather the views of providers on aspects of change that would have an impact on the delivery of the free early education offer and the childcare business as a whole.</p>
Who was consulted	All Early Years Education providers and when appropriate Governors
Methodology	Online survey, internet, websites, emails, paper copy survey and engagement sessions
Engagement sessions	<p>We organised four one hour sessions to allow providers to ask questions and to clarify aspects of the consultation document available on line, on email and on paper.</p> <p>Three sessions took place during the working day with one session starting at 8:30am and one session was a twilight meeting giving providers a wider choice.</p> <p>The meetings were attended by 24 individuals representing 13 childminders and eight settings, including 2 nursery schools, one primary school, one children's centre and four private voluntary and independent settings.</p> <p>The meeting allowed time for questions specifically on the levels for the universal base rate and the mandatory deprivation supplement and clarified the principle of a quality supplement to support system leadership.</p> <p>Three questionnaires were filled at the end of one session and collected by the Council</p>
Summary of responses	<p>A total of 31 completed surveys were received from Haringey's providers: 3 were paper responses, 5 on email and the remaining 23 were completed on line.</p> <p>Comments were also received as part of the open text boxes in the questionnaire and are included in Appendix 4a</p>

	<p>Providers' Responses</p> <p>The consultation asked providers their views on the Council's proposal for introducing an enhanced universal base rate paid to all providers from the financial year 2017/18.</p> <p>Of the 31 respondents:</p> <ul style="list-style-type: none"> • 26 (84%) agreed with the Council's preferred option; 4 (13%) disagreed and 1 (3%) left the question blank. <p>The consultation also asked providers their views on the three options for the level of mandatory deprivation supplement:</p> <ul style="list-style-type: none"> • Option 1 - funding to be set at £0.30 per hour per child • Option 2 - funding to be set at £0.35 per hour per child • Option 3 - funding to be set at £0.40 per child/per hour <p>Of the 31 respondents:</p> <ul style="list-style-type: none"> • 12 (39%) chose Option 1, 5 (16%) selected option 2 and 11 (35%) chose option 3. 3 (10%) left the answer blank. <p>Finally the consultation asked providers their views on the council's proposal to introduce a discretionary supplement for quality based on supporting system leadership.</p> <p>Of the 31 respondents:</p> <ul style="list-style-type: none"> • 18 (58%) agreed with the proposal, 10 (32%) disagreed and 3 (10%) left this answer blank.
What happens next	14/02/2017 – Cabinet meeting – final decision on the above will be taken at this meeting.
Dates of consultation:	Stage 2 – 11 th to 20 th January 2017
Attachments:	Appendix 4a – Comments provided in the open text boxes as part of the questionnaire.

Appendix 4a

Stage 2 Consultation – Funding Early Years Education in Haringey Provider's online comments

Universal Base Rate

Proposal:

To introduce an enhanced universal base rate from April 2017:

Q1b – Please provide reasons for your answer:

More certainty re: funding
It makes the funding more constant over time
We need a higher base rate as the majority of supplements have been removed and we would only qualify for a very low deprivation supplement.
Option 1 Updated base rate to £4.88 as it will mean more revenue comes into school
it is still below what i currently charge as a private nursery
We believe that more should be given to deprivation, ie (<i>sic!</i>) Option 3 as providers who have high levels of deprivation need to provide more in order to support the development of the children.
The funding has been set at an unreasonably low level which will leave businesses out of pocket and liable to make a loss. None of the above options are acceptable levels of funding nor go anywhere near meeting the costs of London based nurseries who pay competitive salaries, invest in their nurseries and offer far more than many other nurseries.
The rate of £4.78 per hour, is not enough to provide 30 hours of childcare per child per week, for possibly 20 children
This makes sense
The base rate is low and I believe there needs to be a fairer system in place. There needs to be transparency in how funding is allocated. All settings should receive equal support.
The lower base rate causes more losses for PVI's - any increase in the base rate is welcomed to help mitigate the loss.
The greater the base the rate the better the chance for settings to be sustainable. Although the base rate is increasing for everyone there will be losers with the redistribution of supplements, which settings have used to build and improve their business/practice for the benefit of the children in the setting. The money is being taken from the children not the setting.
We agree that more than an enhanced base rate should be paid but not necessarily the illustrations shown. We believe that the universal funding should be enhanced further (see Question 3 below). The manner of introduction of the new base rate should be reconsidered to soften the transition for children who will attract lower funding.
Most of the children attending my setting come from deprived areas; this situation is not the same for all settings and distinction has to be kept.
It is fairer
It is fairer
it is a fairer option to all settings
I agree with the proposal to enhance the base rate. I am in favour of option 1.1 and option 1 i.e 4.88 and 0.30 for base rate and deprivation respectively. This is because i feel the base rate is low and it is only the base rate element that is guaranteed. The supplements will vary each year depending on the intake. I also think that deprivation does not need to be so high as those that children that qualify will also get EYPP.
Option 2
Historically we have received on (<i>sic!</i>) of the lowest level of funding in the borough. Which has had a cumulative impact within the Nursery and across the school. Currently the Nursery is functioning at significant loss. With further cuts in overall spending we may not have the capacity to keep the Nursery open which is essential to our school and the community.
As [REDACTED] is not an area of deprivation we have more to gain if the base rates were to increase.

Mandatory Deprivation Supplement Proposal

To select a preferred option for the mandatory deprivation supplement amongst the following:

1. Option 1 - £0.30 per hour per child
2. Option2 - £0.35 per hour per child
3. Option 3 - £0.40 per hour per child

Q.2b – Please provide reasons for your answer

Demographics are changing and this helps to give more consistency with funding
We will not get a lot for depravation and so we would be losing more money with options 2 and 3.
Schools in the west of the borough have been receiving less per child for many years. As we are all facing the same funding cuts there needs to be a fairer share of the funding available
The more the better to get it close to what i currently charge
As per question 1 - providers who have children with high deprivation will need additional resources in order to enhance the development of the children. This means high quality additional staff.
The more the better as the whole project is underfunded from start to finish and untenable for many nurseries to work with
Using this system will mean a higher disparity between the settings who will gain and those who will lose funding. This extra hourly rate is not earmarked for schemes to improve outcomes. Nurseries in deprived areas do not necessarily have any higher operating costs and to some extent economies of scale can be made. Whereas nurseries lower on the deprivation scale will receive no funding at all but may have higher costs. This supplement should be on a sliding scale or at least kept to minimum.
The providers who have higher levels of deprivation need more fund to support the needs of their children and enable these children to have a good level of development
Because I strongly feel that those providers that have a higher level of deprivation will require additional funding to ensure successful learning for children, development and greater input.
A higher base rate enables settings with no or low numbers of children in 'deprivation' to cover the running costs of their business. For these settings there is no additional funding available. For settings with a high number of children in 'deprivation' they will have the additional funding from the EYPP to top up.
This is the only way our business gains by the new NFF - albeit by 2p
The losses for settings is the least due to supplement redistribution. Settings shouldn't have to rely on supplements to be sustainable. Larger settings are gaining more per hour than very small settings who are losing but they have an advantage due to economies of scale. Two settings on the same site are getting different rates but the children are the same!
30p funding will allow a range of deprivation payments for the most deprived children but will also allow more to be paid on the universal base rate for all children.
I agree a high rate should go to deprivation
I agree that option 3 should be supported as I feel that the higher rate should support the deprivation
support the idea of funding children living in deprivation
Deprivation will vary each year depending on the children you have, therefore I think the base rate should be increased as that will benefit everyone and give consistency. Also, there is the EYPP which can also be used to top up for those families that qualify.
It will support sustainability in other Nursery's (sic!)
We have less FSM children our funding would be reduced and again would make the Nursery less viable.
Currently and historic client group indicates a very small % of children that would be eligible for FSM. Currently of the 89 children attending only 3 receive PP. For this reason we would select option 1.

Discretionary Supplement Proposal

To introduce a discretionary supplement for quality supporting system leadership.

Q 3b – Please provide a reason for your answer:

Agree providing that the supplement reflects the cost of staff
There would need to be transparency and clear plan as how the money is going to be spent so there can be maximum impact
I would rather see the pot of money for quality shared out between all PVI's and childminders, with that money being added to the base rate which would enable us to continue providing quality education and pay for quality staff.
This is a good idea in principle - however the word "discretionary" suggests ambiguity and I fear that along with so many other government proposals - this will not be measured against clear guidelines. This supplement would need clear and achievable (<i>sic!</i>) parameters in place. It must be accessible and fair - which most government grants are not
The Early year's advisory team already carry out this role. This hourly amount should either be part of the base rate to allow nurseries to improve quality by identifying training needs from self-assessments, supervisions and advice from the advisory team. An alternative would be to have a graduate fund to help staff at level 3 to progress their career, bringing improvements back to the setting.
I agree in principle to this but I do not see how the managers that run these good/outstanding settings are going to be able to divide their time in order to deliver this. I look forward to seeing the plans for this.
I think this will help outstanding settings to support private and voluntary settings to improve their service and so enable all children to have a good level of development.
This will provide greater opportunities for settings that are outstanding to offer settings that require improvement support. This will help the LA have settings that provide all children the chance receive a equal service with better developmental and learning opportunities.
I believe this would work for some chosen settings but not for PVI's. I suspect the money would be distributed through the schools and children's centres not PVI's. I also have a great concern for the timing of the introduction of this funding. Surely it should start in September at the start of the academic year, as budgets/forecasts have already been set?
We need more detail on HOW settings will benefit from this. What would the requirements be to benefit from this supplement. Most settings are now Good or Outstanding and would benefit from this money being directed into the base rate in order to limit losses, not put into a pot that may or may not be accessible for them. We strongly disagree with this supplement.
More money needs to go to all settings. We are responsible for our own improvement and need to be sustainable to deliver high quality practice and retain staff. Need to think of more imaginative ways of supporting settings without taking money from them to give to other settings eg staff exchanges, which are cost neutral.
The £67,000 should be either added to the base rate or paid to everyone as an 8p supplement (if you wish to highlight that it is being paid). This would then pay EVERY setting to help to improve Quality across the borough. It would help settings to afford to give leadership time or help settings to afford to receive advice from leaders. As, whether you are giving or receiving Quality help, it takes staffing time and the scheme proposed does not reflect this as it would not pay the setting in need of help to release staff. A universal Quality payment would also enable settings to continue to support choices they have already made or that they might wish to make in the future to enhance quality, whether regarding staffing, equipment or in other areas. Officers would be well positioned to target leadership support to reflect the key aims of the proposal. (Payment in this way would have the added benefit of allowing officers to concentrate on outcomes for the children and not the admin
It is extremely important that settings who provide quality premises, environment, resources and staff have to be compensated for the additional cost they incur for providing quality. No two nurseries are the same and parents carefully choose nursery for their child, not send them to any.
Except for the child-minder scheme as there has been lots of funding over the past years

through sure start.
Except for the child-minder champion scheme as there has been lots of funding over past years through sure start on these types of interventions and with external consultants and it has not made a significant impact.
Except for the child-minders champion scheme as over the years there have been similar interventions and outside consultants that have not made a significant impact on provision.
I disagree with the proposal to implement the quality supplement as proposed. I do not agree with the proposal for the local authority to hold/ manage this central pot of £76 000. I would rather have the 0.08 per child on top of the base rate. I feel that this setting to setting support idea is more effective in schools as they have a bigger staff under head teacher. in the voluntary we have been supporting each other for as long as i can remember without a central system. What is important is for the sector is to be paid a fair base rate so we support staff development and other legal requirements such as pensions,increase (<i>sic!</i>) to minimum wage and other core costs to help us sustain our provisions. If we cant (<i>sic!</i>) meet our core costs a centrally managed setting to setting support will be of no use to us. Finally I think that we already have the Early Years team offering support to develop quality and help with SEND.
As someone who currently facilitates this proposal I welcome the opportunity for additional funds to support this program and the opportunity to share knowledge and expertise thus improving quality provision throughout the borough.
Agree – essential that funding is available for improvement and support.
It would be too difficult to make the system fair – there is already an Advisory team in place to do this. The settings in most need will lose out financially.
<i>Comment to be added – not legible – asked to resend.</i>

Appendix 5 Equality Impact Assessment (EqIA)

Name of Project	Funding Early Education in Haringey	Cabinet meeting date If applicable	14/02/2017
Service area responsible	Early Help Commissioning		
Name of completing officer	Renata Moriconi	Date EqIA created	17/01/2017
Approved by Director / Assistant Director	Charlotte Pomery	Date of approval	03/02/2017

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with relevant "protected characteristics" and those without them
- Fostering good relations between those with relevant "protected characteristics" and those without them

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Ngozi Anuforo	
2. Edmund Jankowski	
3. Ben Ritchie	

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups
<p>The provision of childcare is a key part of Haringey's Corporate Plan priorities 1 and 4. It enables parents to access employment and training, and supports children to benefit academically from access to high quality early education and care in their earliest years. Haringey has a mixed market of childcare providers for children aged 0-4 consisting of Children's Centre nurseries, playgroups, private nurseries, independent schools, childminders, nursery classes in maintained primary schools and nursery schools. Four settings that are providing childcare, are directly managed by the Local Authority the other 4 are managed by schools:</p> <ul style="list-style-type: none"> • Park Lane Children's Centre • Triangle Children, Young People and Community Centre • Woodside Children's Centre • West Team working with Stonecroft Nursery • Broadwaters Children's Centre • Woodlands Park Nursery School & Children's Centre • Pembury House Nursery School & Children's Centre • Rowland Hill Nursery School & Children's Centre <p>The settings above provide for free 15 hours per week of early education for all 3 and 4 years old children and for eligible 2 year olds. The fees paid by families are for additional hours beyond the free entitlement, and for children that are 2 years of age and are not eligible but require childcare and for other children under the age of 2.</p> <p>The proposals for consultation</p> <p>In the summer 2016 the Government consulted with all providers and local authorities on proposed changes to funding for Early Years. This consultation closed on the 22 September 2016. Local authorities were encouraged to start consulting with their own providers and</p>

residents on the proposed changes and the impact that they would have in each local authority area, before receiving the response and guidance following the government consultation in recognition of the tight timescales for implementing any change.

In light of this, the Council has consulted with all Haringey providers on the points below in order to implement any change from April 2017:

- That the Council introduces the proposed universal base rate
- The level of mandatory deprivation supplement to be introduced
- That a proposed £0.12 per hour, per child should be targeted towards supporting providers in the delivery of additional 15 hours as a discretionary supplement and whether this should be time limited
- That the Council plan for a sustainable 2 year old funding rate from 2020/21 by introducing a gradual taper from the current LA funding rate per hour going from £6.00 currently to £5.83 in 2019/20 to £5.66 in 2020/21

The government published the response to its own consultation and the operational guidance for funding Early Years Education on 1st December 2016. Following this announcement, Haringey Council has launched a stage 1 consultation for Early Years providers gathering views on the following areas:

- The base rate
- Levels of funding for the mandatory deprivation supplement
- Introduction of a discretionary supplement for quality

The changes to the funding for early years on the one hand set the principle that the greatest amount of funding is passed through to providers directly as a universal base rate which benefits all children equally and increases the amount of base funding available for providers per hour per child. On the other hand the changes reduce the amount of resources available to the Local Authority to support the cost of childcare in maintained settings, which consequently means fees for childcare across the age ranges will need to increase.

In light of the possible impact of the changes to the funding of early years, in stage 1 consultation the Local Authority also gathered residents, staff and governors' views on the following points:

- To remove the Council's involvement in the delivery of maintained school based provision .allowing schools to determine their own fee levels
- Replacing the current unified fee structure across the 8 maintained settings with a new structure of differentiated fees setting by setting
- Linking the level of fees to household earnings

- Having different levels of fees for in borough and out of borough residents
- Having a flat fee that is independent from the families' income levels
- Having a sliding scale of fees based on household income levels.

The questionnaire also asked residents about their income and the ability to pay fees.

Purpose of the Equality Impact Assessment (EqIA)

The aim of the Equality Impact Assessment is to consider the impact of the proposed changes to the funding formula on providers and the local residents.

The Department for Education's Equality Impact Assessment on the Early Years National Funding Formula Consultation (DfE, August 2016, pp.6 - 11) identifies the impact of the proposed changes on childcare providers based on the identified protected characteristic as follows:

- Age – no evidence of any unfavourable impact is expected as age groups are distributed evenly across the country and the childcare services for which providers are funded must meet exactly the same requirement as the service they provide for any other age of child and regardless of whether the child attracts Government funding . Disability – the proposal aims to support access for all disabled children and SEN children to early education although the Department recognises the challenges of a truly inclusive offer. It believes that the proposed funding changes will lead to better access to, and better outcomes from, the early years entitlements for children with disabilities or SEN.
- Gender reassignment – not applicable to children and no evidence that proposals would affect providers disproportionately
- Race (including ethnicity) – there is recognition that, particularly in the inner city local authorities which will see a reduction in funding, this will negatively impact on the protected characteristic of race(including ethnicity). However the Department also say that the 10% funding floor will limit this funding correction by a considerable extent, and that their transitional arrangements will also act to limit turbulence.
- Religion – although again in the case of inner cities local authorities that are losing funding, there could be a disproportionate impact on non- Christian faith schools, there is no evidence to state that a national funding formula proposed will disproportionately affect families choosing a nursery or pre-school run by a faith organisation. .
- Sex – there is no evidence to say that children of a particular sex will be disproportionately affected by the proposal. It is known that owners and workers in early education are mostly female. However there is no evidence that the proposal will significantly impact on this group particularly considering the redistributive nature of the proposal itself. The proposal will benefit particularly female parents who are looking to go back to work or extend their working hours.

The risks directly associate with differentiating fee structures and increasing fees are:

- Providing less affordable childcare in Haringey particularly in areas of higher deprivation if the fees are not set at the right level
- Occupancy in providers might drop below 90%
- Settings could be at risk of not realising their full fee income

Section 6 of the EqlA outlines a series of measures that will be put in place to help mitigate the scale of impact on groups most adversely affected by the proposed changes, and to facilitate access to equal opportunities and foster good relations for all groups.

The Context

The Local Authority profile summary is available at (Source: Census 2011; ONS 2011; IDACI 2015, JSNA 2014):

<http://www.haringey.gov.uk/council-and-democracy/about-council/facts-and-figures>

Current access to provision (Source: Estart database)²

Park Lane Children's Centre – the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 76 children attended the childcare provision
- 63% of the children accessing childcare lived in the reach area (ward or wards that each centre operates in)
- Only 7% of the carers registered at the centre are of White British ethnic origin (2% are unknown)
- 270 Lone Parents attended services at the centre -of these, 65% were from within the reach area.

Pembury House Nursery School & Children's Centre - the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 414 children attended the childcare provision
- 71% of the children accessing childcare lived in the reach area
- Only 10% of the carers registered at the centre were of White British ethnic origin (2% are unknown)
- 260 Lone Parents attended services at the centre- of these, 62% were from within the reach area.

Rowland Hill Nursery School and Children's Centre - the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

² Childcare data has been extracted from the following eStart event codes: (EEC) Early Education & Childcare + (EC) Extended Childcare

- 135 children attended the childcare provision
- 54% of the children accessing childcare lived in the reach area
- Only 10% of the carers registered at the centre were of White British ethnic origin (1% are unknown)
- 203 Lone Parents attended services at the centre- of these, 59% were from within the reach area.

The Broadwaters Children's Centre - the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 270 children attended the childcare provision
- 36% of the children accessing childcare lived in the reach area
- Only 18% of the carers registered at the centre were of White British ethnic origin (1% are unknown)
- 225 Lone Parents attended services at the centre- of these, 36% were from within the reach area.

Triangle Children's Centre – the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 270 children attended the childcare provision
- 46% of the children accessing childcare lived in the reach area
- Only 18% of the carers registered at the centre are of White British ethnic origin (3% are unknown)
- 276 Lone Parents attended services at the centre- of these, 34% were from within the reach area.

West Team (Stonecroft Nursery)– the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 98 children attended the childcare provision
- 86% of the children accessing childcare lived in the reach area
- 44% of the carers registered at the centre are of White British ethnic origin (1% are unknown)
- 31 Lone Parents attended services at the centre of these, 84% were from within the reach area.

Woodlands Park Nursery School and Children's Centre - the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 465 children attended the childcare provision
- 61% of the children accessing childcare lived in the reach area

- Only 28% of the carers registered at the centre were of White British ethnic origin 2% are unknown)
- 212 Lone Parents attended services at the centre- of these, 53% were from within the reach area.

Woodside Children's Centre – the information below gives a profile of current children and families benefiting from childcare services in the centre in the period of 01/01/2016 - 31/12/2016:

- 127 children attended the childcare provision
- 80% of the children accessing childcare lived in the reach area
- Only 16% of the carers registered at the centre are of White British ethnic origin (2% are unknown)
- 131 Lone Parents attended services at the centre - of these, 73% were from within the reach area.

Number of SEND children accessing the provision:

In the 8 maintained settings there are in total 17 places for children with identified SEND and in total 11 places for children with specific Speech and Language delays.

The average fees for childcare in Haringey (including all settings maintained and Private, Voluntary and Independent settings) is £ 49.23 a day according to the latest Childcare Sufficiency Assessment 2015 (<http://www.haringey.gov.uk/children-and-families/childcare-and-early-years/childcare-options/childcare-sufficiency-assessment-csa>). The above maintained settings' fees are lower than the average and compare favourably with the fees of Private Day Care (£60.00 per day).

Profile of vulnerable children in Haringey (MOSAIC - 31 August 2016)

Children under 5 subject to a **Child Protection plan** in the borough

Ward	No.
Bounds Green	3
Bruce Grove	8
Fortis Green	1
Harringay	6
Highgate	1
Hornsey	4

Noel Park	6
Northumberland Park	8
Seven Sisters	6
St Ann's	4
Tottenham Green	10
Tottenham Hale	6
West Green	7
White Hart Lane	7
Woodside	4
TOTAL	81

Children under 5 subject to a **Child in Need plan** in the borough

Ward	No.
Alexandra	2
Bounds Green	24
Bruce Grove	24
Crouch End	3
Fortis Green	11
Harringay	7
Highgate	4
Hornsey	14
Muswell Hill	6
Noel Park	29
Northumberland Park	39
Seven Sisters	33
St. Ann's	25
Stroud Green	5
Tottenham Green	41

Tottenham Hale	38
West Green	19
White Hart Lane	28
Woodside	13
Total	365

Children under 5 **Looked After** in the borough

Ward	No.
Alexandra	1
Bounds Green	1
Bruce Grove	3
Muswell Hill	1
Noel Park	1
Northumberland Park	4
Seven Sisters	1
St. Ann's	3
Tottenham Green	1
Tottenham Hale	9
West Green	2
White Hart Lane	2
Woodside	5
TOTAL	34

In the period up to August 2016

- 426 children under 5 were referred and assessed for **Early Help services**

Of these

- 151 are still active cases receiving support from the service

- 20 have been stepped up to Social Care
- 184 have had some form of intervention but are now closed and
- 71 disengaged.

Stage 4 – Scoping Exercise – Service data used in this Equality Impact Assessment This section to be completed where there is a change to the service provided	
Data Source (include link where published)	What does this data include?
Census 2011 on Haringey Council website http://www.haringey.gov.uk/council-and-democracy/about-council/facts-and-figures	Profile of the local authority population
ONS http://www.ons.gov.uk/ons/index.html	Profile of the local authority population
IDACI http://www.education.gov.uk/cgi-bin/inyourarea/idaci.pl	Profile of the local authority deprivation
JSNA http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/figures-about-haringey#childrenandyoungpeople	Number of children

Estart data	Current access to maintained childcare provisions (Source: Estart database)
MOSAIC data	<p>Vulnerable Children's profile This includes all children under the age of 5 that are currently subject to a Child protection plan, a Child in Need Plan, Looked after or were referred to or/and have had support from Early Help via an Early Help Assessment.</p> <p>This is a total of 906 children in total</p>
<p>Childcare Sufficiency Assessment 2015 http://www.haringey.gov.uk/children-and-families/childcare-and-early-years/childcare-options/childcare-sufficiency-assessment-csa </p>	<p>Access to and cost of childcare</p> <p>The average fees for childcare in Haringey (including all settings maintained and Private, Voluntary and Independent settings) is £ 49.23 a day according to the latest Childcare Sufficiency Assessment 2015 The above maintained settings' fees are lower than the average and compare favourably with the fees of Private Day Care (£60.00 per day).</p>

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:
Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex	x	x	<p>Providers</p> <p>The workforce employed in the childcare sector is mostly female. Therefore enhanced funding could positively impact the growth of the sector and therefore the gains of female workers.</p>	

			<p>Residents:</p> <p>Statistically lone parents are overwhelming female. The increased funding to providers to enable 30 free entitlement hours for 3 and 4 year olds should have a positive impact on female carers, helping with the affordability of childcare and returning to work</p> <p>However, potentially a fee increase in maintained settings for childcare provision outside of free entitlement hours could negatively affect this group.</p> <p>Statistically more women are in part time employment and the pay gap between male and female, means women could be disadvantaged by a fee increase in maintained settings</p>	
Gender Reassignment				This characteristic is not relevant to children under the age of 5. There is equally no evidence that funding would affect adults with this protected characteristic .
Age	x	x	<p>Providers</p> <p>There is not enough data at present to establish whether the workforce is predominantly of a specific age range</p>	

			<p>across all providers. Therefore it is not possible to establish positive or negative impact on this protected category.</p> <p>Residents</p> <p>Potentially an increase in resources available to providers for each child could benefit the young age end users who might attract higher levels of funding.</p> <p>However potentially an increase in fees could affect younger parents who are looking for employment, in training or in lower paid jobs.</p>	
Disability	x	x	<p>Providers</p> <p>The introduction of a compulsory Inclusion Fund and Disability Access Fund as part of the changes, means that providers will benefit from increased resources to support full integration of children with SEND</p> <p>Residents</p> <p>Children with special needs or disabilities should be able to access funded places in childcare and access increased resource as part of the new funding for early years – however if the families wanted to pay for extra hours there might be a small impact on those families from increased fees outside of the free entitlement.</p>	
Race & Ethnicity				Changes in the funding of

				Early years Education and fee increases will be applied irrespective of race and ethnicity and the ethnicity profile of childcare users is varied across the borough
Sexual Orientation				There is no evidence that the changes would have any impact on the sexual orientation protected category.
Religion or Belief (or No Belief)				
Pregnancy & Maternity		x	Residents A possible increase in fees could be a barrier to access for pregnant women who live locally and would have wanted to use the local provider.	
Marriage and Civil Partnership				

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
Statistically lone parents are overwhelming female so a potential increase in fees could negatively affect this group.	1) Introduction of flexibility in the level of fees for maintained settings to reflect their different demographics and demand 2) Delay to decrease the funding rate for 2 year old free entitlement until 2019/20 to

Statistically more women are in part time employment and the pay gap between male and female, means women could be disadvantaged by a fee increase.	<p>support financial planning and stability</p> <p>3) Ensure robust Information, Advice and Guidance sessions, particularly targeted at groups identified as vulnerable (lone parents, younger parents, children with SEND). The IAG will encourage take up of tax credits and other related benefits, provide information on wider support and access to employment advice.</p> <p>IAG sessions will also be targeted and open to all new parents to assist them in choosing a local childcare provider and accessing support available.</p> <p>4) The Council has a duty to ensure the sufficiency of childcare in the borough, which includes affordability, flexibility and demand for places. Critical to the monitoring and oversight is the completion of a Childcare Sufficiency Assessment every 3 years, and this will inform the Council's future childcare policy including setting of fees and funding formula for free entitlement hours.</p> <p>5) Preparation for 30 hours free entitlement</p> <p>The Council has been working with all providers since October 2015 to ensure guidance and business support was provided to enable settings and childminders to survey their community and plan for the new 30 hours offer.</p> <p>Statistical information have also been used to determine the sufficiency of places and enable the local authority and providers to have a clear picture of offer and demand.</p> <p>The Council is also working with other organisations to inform the community of the 30 hours offer.</p>
Potentially an increase in fees would affect younger parents who are looking for employment, in training or in lower paid jobs.	
Children with special needs or disabilities should be able to access funded places in childcare – however if the families wanted to pay for extra hours there might be a small impact on those families	
A possible increase in fees could be a barrier to access for pregnant women who live locally and would have wanted to use the local provider.	

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
During the engagement stage preceding the Statutory consultation for the new delivery model of Haringey's Children's Centres, a	<ul style="list-style-type: none"> The settings were highly valued by users

number of parents who attended evening face to face engagement sessions used the childcare offer available in the children's centres. Those parents expressed their full satisfaction with the offer and indicated that they would be willing to consider changes in the fees in order to maintain the same level of childcare places available to local parents.

- Users were prepared to consider changes in fees to maintain the level and quality of childcare on offer
- Affordability was an issue for some parents
- Parents felt that the offer met their needs

Stage 8 - Final impact analysis

The changes to the funding for Early years will ensure that a higher percentage of funding is passed through to all providers in a more equitable way. This will ensure that providers receive the majority of available base funding and therefore have better resources which will ultimately benefit children.

This Equality Impact Assessment has found that this will impact positively on both providers and residents since the funding will enhance resources available to children across the protected characteristics, and will enable the roll out of 30 free entitlement hours for 3 and 4 year olds in September 2017. This will help improve the affordability of childcare and support parents into work.

Children with SEND will also benefit from the Inclusion Fund which is made compulsory and a one off Disability Access Fund. Again these funds will benefit providers enabling them to offer fully inclusive childcare and early education

The proposed increase in maintained settings fees is in response to changes introduced by government in relation to the Early Years Funding Formula; in 2017/18 93% of the funding will be passed out to all providers and only 7% retained centrally, reducing the amount the Council can use to subsidise maintained childcare.

The Council consulted with local residents on these changes between October and December 2016. Local families response highlighted the concerns they have about any fee increase as affordability has been identified as a barrier to childcare locally (CSA 2015)

This Equality Impact Assessment has found that the proposed increase in fees in maintained settings could impact adversely particularly on the following groups through reduced affordability:

- Statistically lone parents are overwhelming female so a potential increase in fees could negatively affect this group.
- Statistically more women are in part time employment and the pay gap between male and female, means women could be disadvantaged by a fee increase.

- A fee increase could affect younger parents who are looking for employment, in training or in lower paid jobs
- Families with children with disability wanting to buy extra hours
- Local pregnant women who wanted to choose a childcare provider near home.

In order to help mitigate the impact on these groups, the following measures are proposed to be put in place:

- Information, Advice & Guidance will be strengthened to allow families a better access to relevant benefits
- Impact of changes to fees will be monitored by the Local Authority via the Childcare Sufficiency Assessment which has to be undertaken every 3 years.
- Work on supporting the delivery of 30 hours free childcare for 3 & 4 year olds is continuing

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

Report for: Cabinet 14th February 2017

Item number: 14

Title: (2016/17) Financial Report to Period 9 and December 2016

Report

Authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Jo Moore, Deputy CFO

1. Describe the issue under consideration

- 1.1. This report sets out the 2016/17 Period 9 financial position including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

2. Cabinet Member Introduction

- 2.1. This report provides an update on the projected financial position of the Council for 2016/17 as at Period 9 (December 2016). It covers significant operating and capital revenue variances on a full-year basis.
- 2.2. At the end of Quarter 3 and Period 9 overall the Council is projecting a **full-year deficit/overspend of £21.3m** for 2016/17. This is an **improvement of £0.7m** from the Quarter 2 position of £22.0m reported to Cabinet in October 2016. There are positive movements since quarter 2, totalling £1.4m, in the majority of the Council's budgets which are a continuing sign that the spending restrictions across the Council are having a positive impact. These positive movements have offset a £0.5m adverse movement predominantly in Children and Young People.
- 2.3. Of the reported £21.3m overspend, a significant proportion resides in the areas which continue to face increasing demand pressures: Adults (£12.5m), Children's (£5.7m) and Temporary Accommodation (£7.4m). The significant overspend in these areas is offset by releasing out under spent budgets in the Non Service Revenue area.
- 2.4. Whilst the increase in demand remains volatile and the cost for the Council's acute services continues to outstrip actions being taken to manage costs down and/or generate income. The Council is therefore unlikely to achieve a balanced budget by the end of this financial year and any overspend will be funded from the use of reserves. The adequacy of reserves is a matter for the Section 151 Officer.
- 2.5. However, in order to manage the in-year risks, targeted action remains in place to address the overspend. This includes a number of spend reduction mechanisms which are being overseen by The Leader, myself as cabinet member for Finance, the Chief Executive and the Chief Operating Officer (COO). This is supported by our planned programmes of transformation being driven at pace.

3. Recommendations

That Cabinet:-

- 3.1. Consider the report and the Council's 2016/17 Period 9 financial position in respect of revenue and capital expenditure;
- 3.2. Note the risks and mitigating actions, including spend controls identified in this report in the context of the Council's on-going budget management responsibilities;
- 3.3. Approve the creation of a contingency budget within the capital programme funded from any net corporate scheme budgets no longer required to fund new schemes (subject to approved business case).
- 3.4. Approve the required virements over £0.25m as set out in section 7 of this report.

4. Reasons for decision

- 4.1. A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties.

5. Alternative options considered

- 5.1. This is the 2016/17 Quarter 3 Financial Report. As such, there are no alternative options.

6. Background information

- 6.1. This is the Financial Report to Cabinet for the 2016/17 financial year covering both Revenue and Capital as at December 2016 and represents the position at Quarter 3.

2016/2017 Period 9 Quarter 3 - Key Messages

- 6.2. Overall, at Period 9 the Council is projecting a **full-year deficit of £21.3m** for 2016/17 on its revenue position, an **improvement of £0.7m from Quarter 2**. Although a reduction from the previous report, this still presents a significant risk to the Council's financial position.
- 6.3. The outcome of management action to review cost and spend has resulted in the £0.7m improvement over quarter 2.

A significant part of the overspend resides in demand-led areas including; Adults (£12.5m), Children's (£5.7m) and Temporary Accommodation (£7.4m). These areas represent the Council's most acute services and where demand for these services is outstripping the Council's ability to reduce spend or increase income at a pace to manage risks and deliver a balanced budget. The forecast has remained constant as at quarter 2 apart from Children Services where there is an adverse movement of £0.5 m.
- 6.4. As per the last report, a number of mechanisms have been put in place to manage cost/demand-led pressures. These focus on the acceleration of

transformation activities supported by a number of in year cost reduction mechanisms which included, greater momentum on restructures, active management and reduction of agency/interim staff and category spend blockages.

Table 1 below shows the Period 9 and Quarter 3 position compared with reported variance to budget at Quarter 2. This is supported by detailed variance analysis and mitigating actions in section 6.6.

Table 1: Forecast Revenue Outturn as at Period 9 (December 2016)

	2016/17 Revised Budget	Forecast Outturn at Q3	Forecast Variance Q3	Forecast Variance Q2	Forecast Variance Movement from Q2
			(under)/ over	(under)/ over	(under)/ over
	£'000	£'000	£'000	£'000	£'000
Leader and Chief Executive	2,887	2,698	(189)	90	(279)
Deputy Chief Executive					
Adult Social Services	73,007	85,448	12,441	12,451	(10)
Children and Young People	47,474	53,191	5,717	5,241	476
Public Health, Commissioning & Other	41,525	41,692	167	320	(153)
Deputy Chief Executive Total	162,006	180,331	18,325	18,012	313
Chief Operating Officer					
Commercial & Operation Services	37,546	38,472	926	781	145
Other (SSC, Customer Services etc)	17,229	16,947	(282)	218	(500)
Chief Operating Officer Total	54,775	55,419	644	999	(355)
Regeneration, Planning & Development & Housing					
Regeneration, Planning & Development	11,009	10,574	(435)	(473)	38
Housing General Fund	14,472	21,797	7,325	7,393	(68)
Regeneration, Planning & Development & Housing	25,481	32,371	6,890	6,920	(30)
Total for Service Areas	245,149	270,819	25,670	26,021	(351)
Non Service Revenue	10,478	5,050	(5,428)	(5,047)	(381)
Contract Procurement Savings	0	1,060	1,060	1,060	0
TOTAL	255,627	276,929	21,302	22,034	(732)

6.5. The capital programme has undergone a significant challenge session since the report to the Cabinet in quarter 2, a detailed analysis can be found in section 8 of this report.

The overall budget for 2016/17 Capital Programme is £199.6m, which is an increase of £1.2m from the reported budget to Cabinet at period 6 for Quarter 2. The increase includes a GLA grant for additional flooding prevention (£0.07m) and the advancement of £1.1m of the 2017/18 Councils contribution (£6.0m) for the Alexandra Palace Trust, East Wing refurbishment.

This report also contains a proposal to set aside any surplus budgets to create a contingency budget to fund new schemes with an approved business case.

At December and quarter 3, the Capital programme budget is reporting an underspend of £69.9m of which £21.9m is for HRA ring-fenced Capital programme, this underspend is largely due to slippage in programme delivery as outlined below in section 7.

6.6. Analysis of Revenue Variances

6.6.1 Corporate actions to mitigate financial risks

The increases in demand have been so significant that they have outstripped our ability to make comparable savings. To manage the financial position, a number of spend reduction mechanisms have been introduced across the organisation;

- Increased pace on restructures
- Enforced agency and interim staff leave
- Further reduction of agency and interim staff
- Not filling vacant posts
- Blocking spend categories to prevent purchases of non business critical items
- Asst Directors signing off all purchases
- A further round of Voluntary Redundancies during October

The implementation and impact of these mechanisms are being managed through a Savings Steering Group chaired by the Leader, with the Cabinet Member for Finance, Chief Executive and Chief Operating Officer.

6.6.2 Leader and Chief Executive (£0.2m underspend)

The income within this area from internal and external income has given rise to overachievement of income target by £0.3m which had offset the budget pressures identified relate to costs of the Referendum and by-elections this year of £0.1m.

6.6.3 Deputy Chief Executive (c£18.3m overspend)

Adults (£12.4m overspend)

Overall, the Adults Social Care budget is projecting an overspend position of £12.4m, largely maintaining the position at Quarter 2.

This is an area of corporate focus and there are a number of pieces of work being delivered to help manage spend in this area. Adults continues to prioritise transformation work which will focus on reducing demand at the front door, working more effectively with Health and accelerating reviews of existing clients. Work is on-going to identify further areas of cost reduction.

At present most of the savings measures in place, while being at a level consistent with MTFS savings targets, are being offset by continued demand, which is why the service is continuing to show such an overspend. Work is on-going to identify further areas of cost reduction.

The service has engaged external support to accelerate the transformation changes and is currently identifying further areas for transformation.

The analysis for each area is:-

- **Care Purchasing (£11.2m overspend)** – The care purchasing spend is based on actual open cases at 1st April 2016, forecast new cases during the year at 2015/16 levels of activity, less the natural rate of closed packages during 2015/16. The forecast cost of this has taken into account the expected impact of all the transformation projects in 2016/17, reflecting actual changes in activity levels as the year progresses, to produce a variance of £11.2m.

These forecasts already factor in a fair assessment of the likely impact of savings measures, including the contribution that 100% reviews of all packages can provide.

- **Learning Disabilities (£1.4m overspend)** - There has been slippage in delivering savings in the reconfiguration of Day Opportunities for Learning Disabilities clients. These have been complex projects involving closures of establishments, redesign of remaining services and case-by-case consideration of how the needs of clients will be met within the new service. The new arrangements are now planned to be in place by the final quarter of 2016/17.
- **Osbourne Grove (£0.5m overspend)** - There is budget savings slippage of £0.2m from 2016/17 to 2017/18, in addition to staffing budget pressures of £0.3m on this service.
- **Other Direct Provision (£0.3m underspend)** – This relates to an underspend where costs for rent payments on a day centre over some years will not now be required.
- **Other Adults Social Care (£0.4m underspend)** – This is connected to some staffing underspends within assessment and social work teams.

Children and Young People (£5.7m overspend)

Overall, the Children's Services budget is projecting an overspend of £5.7m at quarter 3, a **worsening of £0.5m from quarter 2**. This area continues to implement its programme of transformation and is engaging in the Council's spend reduction mechanisms which is being overseen by the Priority Board and the Budget Sub Group.

The movement from previous quarter are related to increased in placement cost on new cases £200k where there were 23 new cases where only 18 was expected, staffing forecast has increased by £200k as management factor in the impact on the finance social care workforce restructure and transportation cost on SEND £100k, there is now that

such a large budget pressure based on completion of a full forecast of all activities.

This £5.7m overspend is analysed as follows:

- **Social Care Placements (£1.9m overspend).** Savings targets set for this budget have not been met. The social care placements model has reflected an improvement of -£0.1m in the forecast position, taking account of the changing circumstances of existing cases (notably 5 step-down cases contributing an improvement of £50k+ each), plus the expected cost and number of new ones. The placements model has been adjusted to reflect an average of 18 new Looked after Children(LAC) per month (rather than 13.5 previously) as this is more in line with current rates of new cases. Overall numbers of LAC have risen from their low of 406 on 1st April 2016 to 435 on 1st January 2017 from the previously reported 426 at the quarter 2 report.
- **Social Care Workforce (£2.0m overspend).** Savings of £2.1m have been allocated so far, with a further £1.5m savings to be allocated in 2017/18. Plans for workforce restructuring have slipped from 2015/16, however the new structure is now in place as at October 2016.

Due to delay in implementing the new restructure for the Children's Social Care Services, the salary budgets in Children and Families are £1.9m overspent based on the current establishment of permanent and agency staff. The overspend includes some additional temporary social workers brought in to assist with increased volumes of new cases being referred and assessed.

- **Social Care - Other non-staffing (£0.2m overspend).** This overspend relates to the For No Recourse to Public Funding (NRPF), the numbers of families being supported have recently risen to 50. Work continues with the dedicated Home Office support worker to review cases and to progress to a conclusion in order to manage this number down.
- **SEND (£0.6m overspend).** The SEND pressure is attributable to a combination of respite, transport and unachievable trading income from schools. The Special Educational Needs (SEN) transport budget is showing an overspend of £0.2m and respite services for disabled children are predicted to overspend by £0.1m. Management action has been developed to address both of these issues. There is an acknowledgement, reflected from

Month 6, that £0.3m of income for trading SEN support services with schools is not achievable as the related expenditure is within the DSG.

- **Other Children and Young People Service (£1.0m overspend).** There is a technical overspend on the DSG budget as it is held in SAP which has been an issue for a number of years and has remained unresolved, the impact of this is a hit on the General Fund of £1.0m.

Further Action – Adults & Children’s

Both Adults and Children's have a number of demand management and spend reduction activities in place to manage the deficit position. Many of this involves a focus on quick wins which can be delivered in 2016/17 with greater benefits in 2017/18.

6.6.4 Other Deputy Chief Executive’s Services (including Public Health, Commissioning and Schools and Learning) (£0.1m underspend)

- **Commissioning (£0.2m overspend)** As Children’s Centres has transferred to Children’s Services their underspend has transferred too leading to the overspend in this area.

The overspend is predominately due to staffing budget pressure within the brokerage team, where work is progressing to put in place a permanent, fully funded structure.

- **Schools and Learning (£0.2m overspend)** The overspend relates to the delays in closing the Professional Development Centre and difficulties in meeting traded income targets with schools.
- **Public Health (£0.3m underspend)** as the Service continues to scrutinise closely all Sexual Health expenditure. This is a service area where projections are difficult due to volatile demand led, open access, activity and complicated charging arrangements with many NHS providers. . This improvement over last quarter is explained as followed;

There is an underspend relating to staff departing and seconded to other Local Authorities (£0.1m). A planned underspend in order to achieve further savings (£0.1m).

Children Health Visiting (£0.1m) as part of planned savings.

6.6.5 Chief Operating Officer (£0.6m overspend)

Commercial and Operations (£0.9m overspend)

The Commercial and Operations budget is forecasting £0.9m overspend, largely due to the non-achievement of planned savings relating to the disposal of corporate property. These include cost savings of £0.6m in Traffic Management relating to new ways of delivering Parking Enforcement, and £0.4m associated with reduced energy costs due to a borough wide LED street lighting roll out, which will also not be achieved. These factors are offset by additional income in the year of £0.7m, in relation to new CCTV traffic enforcement cameras and CPZ implementation, with those projects being implemented at the latter part of the financial year form part of the overspend in this area.

The position has worsened slightly since quarter 2, by £0.1m, largely due to salaries being realignment within the service and some cost moved across from Shared Services to Operations.

The overspend in traffic management is £0.6m and is mainly due to reduced income from projections from car parks and car pound and a fall in CCTV income despite 5 new cameras being installed in November, this highlights an ongoing risk as previously reported on the ability to deliver the additional £0.5m income for this from CCTV cameras but this will continue to be reviewed on service level.

The other adverse variance in Operations is from the cost of 2 interims on a project within the Neighbourhood Action Team of £0.03m.

Other (including Customer Services and Shared Service Centre) (£0.3m underspend)

Customer Services is projecting a £0.2m overspend to year-end due to slippages in the restructure from an estimated start date of April 2016 to December 2016. There are options to mitigate this overspend being considered by the COO which are largely around the proactive management of agency staff. **Transformation and Resources** is forecasting a small overspend of £0.3m which are largely related to agency spend to support transformation activity. In the **Shared Service Centre** staffing spend is contributing £0.75m of budget pressures. Work is being undertaken to do some detailed analysis on all staffing (including agency). In addition the HR overspend of £0.35m is mainly made up of a £0.35m forecast trading loss on Schools Traded Services. **Chief Operating Officer** Project funding not likely now to be necessary has resulted in a £1.9m pensions auto-enrolment underspend.

6.6.6 Director of Regeneration and Planning and Housing (£6.9m overspend)

Housing General Fund (£7.3m overspend, unchanged from Q2)

- The Housing General Fund temporary accommodation budget has been moved from the Chief Operating Officer area to the Regeneration, Planning and Development area to align with Director Responsibilities and to ensure that the full cost of Housing General Fund activities can be seen. The other Housing General Fund budgets (covering housing strategy and housing related support) were already shown under Regeneration, Planning and Development.
- At quarter 3 the Housing General fund is reporting a projected overspend of £7.3m which is broadly unchanged from the position reported previously. The variance is largely attributable to temporary accommodation, being the result of pressures of a lack of supply of suitable and affordable accommodation with an increased reliance on emergency accommodation although demand has also increased. Demand pressures are being mitigated by a number of new initiatives.
- Within the overall underspend of £7.3m there is also a projected underspend of £0.2m from savings on Housing Related Support which is as a result of accelerated 2017/18 savings.
- Within the forecast, no account has been taken of the Homes for Haringey General Fund redundancy and transformation costs as there is a key assumption that these will be funded from the transformation reserve although formal approval still needs to be given.
- The restructure of Community Housing is now complete. This is expected to deliver their MTFS staff savings for 2016/17 of £0.3m and puts the service in a position to deliver the required savings for 2017/18. MTFS savings of £0.2m have also been achieved in Housing Related Support through savings in procurement of services.

Regeneration, Planning and Development (£0.4m underspend)

- There are projected underspend of £0.5m relating the Planning and Tottenham regeneration service areas. These underspends are partially offset by overspends in Corporate Property.
- The forecast variance in Planning is related to an overachievement of planning income of £0.4m which is an improvement of £0.2m from the forecast at period 8 and at quarter 2.

- The forecast for the Tottenham Regeneration is an underspend of £0.3m following a detailed review, removing non-essential expenditure and delaying other expenditure where possible.
- Corporate Property has increased expenditure following rent reviews on commercial buildings and additional cost of valuation staff. This leads the service to project a £0.3m overspend for the year. The services are also expecting additional income from the sub-leases on Kingfisher Place which will be incorporated in future forecasts.

6.6.7 Contract Procurement Savings (£1.1m under-achievement)

Within the Medium-Term Financial Strategy there is an expected £1.9m savings in contract costs over 2015/16 and 2016/17. Projections at Period 6 show savings of £0.84m being achieved and therefore a forecast position at year-end of £1.1m. However, it is expected that the savings will ramp up in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt. There is also an opportunity to trade the DPS tool/service to other boroughs, which has not yet been costed or forecast, and we are currently speaking to other authorities to gain interest.

The main contributing factors to the achievement of the £0.84m are: good progress towards the implementation of the DPS for Adults Social Care and TA of £0.6m; and the implementation of the new operating model for temporary and permanent recruitment, £0.2m.

6.6.8 Housing Revenue Account (HRA)

The HRA approved budget and latest forecast for period 9 (quarter 3) can be found at Appendix 1.

The HRA budget was original set with a revenue surplus of £15.9m as approved by Cabinet in February 2016. A number of budget adjustments have been separately approved and these are itemised in the Appendix 1. These adjustments give a revised budget surplus of £14.9m.

The latest forecast is a surplus of £17.6m which is a positive variance of £0.5m against budget.

The positive variance of £0.5m on rental income as a result of the higher than anticipated Dwellings & Hostels rent Income due to Void properties volumes being lower the expected Budget Assumption. This shows the better performance of operationally turning around empty Void properties quicker and making them ready & available for occupation.

Within the HRA budget reported in Appendix 1, there is an overspend of £1.6m in management fee expenditure (£1.3m) of this cost relates to Homes for Haringey(HfH) redundancy and other transformation costs within Homes for Haringey arising from the delivery of the MTFS savings. In addition, there is an overspend for staffing cost of the HfH internal hostel response team (£0.2m), an amount not currently included within the management fee. The residual (£0.1m) accounts for adjustment in the HRA Company accounts.

6.6.9 Dedicated Schools Grant (DSG)

Table 2 below, sets out the overview of the net expenditure and DSG plans and forecasts for 2016/17, as at Period 9. There is an adverse variance of £0.9m arising from structural issues within the budget. In-year, the projections for the DSG budgets for Children and Young People is showing an overspend of £1.0m in the areas related to children with high needs. The action necessary to identify compensating under-spends is being pursued through a sub-group of the Schools Forum. In the medium to long term alternative provision will be developed which will result in a phased transition to cheaper, better, and more local provision. In Commissioning, the variance of £0.04m is attributable to under-spends in alternative provision.

Table 2: Statement of DSG Income and Expenditure Period 9, 2016/17

Service	Budget			Forecast			Variance		
	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools and Learning	152,840	-152,840	0	152,716	-152,716	0	-125	125	0
Children Services	26,372	-27,250	-878	26,934	-26,934	0	562	316	878
Commissioning	10,266	-10,266	0	10,261	-10,261	0	-5	5	0
Total	189,478	-190,356	-878	189,910	-189,910	0	432	446	878

7 Virements

7.1 AS per the Financial Regulations virement over £0.25m must be presented to cabinet approval. For period 9 these are as follows:

7.2 Business Support functions across the Council were brought together into a new single 'Shared Business Support Service' within the Shared Service Centre from 1st October 2016. Cabinet is asked to approve a virement of the respective staffing costs from the original service areas to the Shared Service Centre, The virement request is £1.3m in the current year(2016/17) and £2.6m as on-going budget virement for 2017/18.

7.3 There is a need in the current year(2016/17) to re-align the income and expenditure budgets due to changes in reporting lines between Schools and Commissioning services, the total for amount for this virement is £0.3m.

7.4 Within Adult Social Care services, a virement is required for remaining allocation of Care Act Funding 2015-16 and 2016-17 from holding code into correct service codes. This will be a virement of £0.4m.

7.5 Non Service Revenue (NSR), The allocation the final instalment of the Better Care Grant for 2016/17 of £0.56m, this grant allocation is used to provide additional support funding for the health and well being of carers.

7.6 There is technical virement to move the Council's corporate Minimum Revenue Provision (MRP) budget of £9.9m from the year end adjustment section of the SAP hierarchy to the corporate reporting section of SAP to ensure that it is automatically included within the Council's corporate revenue monitoring reports rather than manually accounted for.

8 Capital Expenditure Position

8.1 The Budget (£199.6m) shows a net increase of £1.2m since quarter 2.

The increase is accounted for by a GLA grant for additional flooding prevention (£0.07m) and the advancement (£1.1m) of the 2017/18 Councils contribution for the Alexandra Palace Trust, East Wing refurbishment. The total contribution for this financial year and next year will remain at £6m.

The Corporate Contingency has been created from a review of the carry forward projections of 2015/16 and will form a funding source for emerging capital risks within the current programme and the 'amber' list of capital schemes presented at the June Cabinet 2016. These projects were excluded from the ten year capital programme pending either a feasibility study or

business case development. The Contingency will be monitored through the Capital Board and reported to Cabinet though this quarterly review for onward approval.

Since quarter 2 the Contingency has funded; A payment to the STAR rail upgrade at Northumberland Park , the Councils contribution (£0.25m) to the multi million pound project was approved by cabinet in 2015/16 but no carry forward provision was made in that year. Approval is therefore sort to create a Budget from contingency to reconcile this carry forward error.

The second call on Contingency (£0.18m) will fund the feasibility studies of the DEN (District Energy Networks) schemes at North Tottenham and Wood Green, the concept was presented to Cabinet in 2011 and the 'amber' list recorded the commitment to review each DEN on a business case basis. Approval is therefore sort to create a Budget from contingency to progress this business case.

Table 3 Capital Expenditure Projection at Period 9 for Quarter3.

Priority	Revised Budget	Forecast as at Q3	Projected Variance to
	£'000	£'000	£'000
Priority 1 - Childrens	15,132	9,515	(5,617)
Priority 2 - Adults	2,584	1,908	(676)
Priority 3 - Safe & Sustainable Places	16,744	11,889	(4,855)
Priority 4 - Growth & Employment	58,532	35,718	(22,814)
Priority 5 - Homes & Communities	5,875	1,130	(4,745)
Priority X - Enabling	15,273	7,312	(7,961)
Corporate Contingency	1,636	323	(1,313)
Total General Fund	115,776	67,795	(47,981)
Priority 5 - Homes - HRA	83,775	61,886	(21,889)
Total Capital Programme	199,551	129,681	(69,870)

The Q3 reforecast shows the emergence of robust year end projections for priority 1 Schools, priority 2 Adult and the priority 3 Safe & Sustainable programmes. The priority 4 Growth & Employment programme continues to establish a base on which to deliver the longer term Regeneration programme.

Major variances within each priority as at Q3 are as follows:

8.1.1 Priority 1 – £5.6m under spend (£15.1m budget)

The Schools Expansion programme (£4.7m) is on time and on budget, the Primary and Secondary school's ongoing modernisation and enhancement programme (£7.4m) is delayed and the variance (£5.2m) is due to the ongoing condition assessment of the assets and the establishment of a programme of work for the next five years, this will therefore be subject to a roll forward request.

8.1.2 Priority 2 – £0.7m under spend (£2.6m budget)

While the in year Budget has been matched to commitments, the challenge of attaining property access to enable installation of aids, adaptations and or assistive technology will necessitate a (£0.7m) roll forward request.

8.1.3 Priority 3 – £4.9m under spend (£16.7m budget)

The Road, Lighting and Parks programmes are all on track to deliver to budget, however the CCTV programme (£2.1m) is delayed while it awaits a new control room at the new Marsh Lane depot. The Councils own property asset maintenance programme (£2.6m) is delayed (£1.8m) due to the Amey asset condition stock survey taking longer than expected and the ongoing review of the use of the Council buildings.

8.1.4 Priority 4 – £20.7m under spend (£56.4m budget)

The Wards Corner compulsory purchase order (£9.2m) is now expected to be executed early in the next financial year, this variance in the Q3 reforecast (£8.7m) reflects this re-profile.

The Councils Marsh Lane depot development (£9.1m) is currently 6 month behind its budget profile, the delay (£4.7m) will have a knock on effect to the demolition and relocation at the Ashley Road site and CCTV upgrades (Priority 3), this project remains at construction tender stage and its delay is due in part to design issues and ongoing access considerations.

It is now becoming clear that the Opportunity Investment Fund (£3.3m) will not be fully utilised this year and the under spend (£2.4m) will be subject to ongoing GLA agreement as to how much can be rolled forward to the next financial year.

The regeneration of White Hart Lane station and surrounding public realm scheme (£2.4m) is now anticipated to start in 2016/17, this is a TfL funded project and the re-profile (£2.2m) has been agreed.

The HRW Business acquisitions (£2.0m) this year include Jones Baker and the British Queens site; the under spend (£1.4m) will re-profiled as slippage to next year. This is a start of a significant programme of work which will continue until 2023.

Bruce Grove station forecourt scheme (£0.7m) improvements are now delayed (£0.6m), due to ongoing discussions with Network Rail.

The Tottenham Streets, Green Spaces and Heritage programmes (£3.1m) which are longer term programmes are now gathering pace, the variance (£0.8m) will be rolled forward.

The Alexandra Palace Trust annual maintenance budget (£1.9m) has been reviewed and a revised LBH has contribution of £470k agreed, the variance (£1.4m) is deemed an under spend within the year.

8.1.5 Priority 5 – Housing

General Fund - £4.7m under spend (£5.9m budget)

The Broad water Lodge conversion (£0.6m) to temporary accommodation remains on track but the remainder of the schemes are on hold as we seek legal and professional advice on how best to commission delivery.

HRA Fund - £21.9m under spend (£83.8m budget)

The Leaseholder buy-backs programme (£9.6m) is likely to roll forward its variance for the year (£6.5m) due in part to a front loaded budget phasing but also due to the nature of leaseholder acquisitions and the consultation (inc potential relocation) period. The HRA stock acquisition programme (£6.2m) is currently forecast to under spend but the programme has now passed to Homes for Haringey to deliver and this will gather pace in 2017/18.

The Homes for Haringey managed programme (£50.7m) expects a under spend (£6.4m), to be rolled forward and the HRA new build programme (£8.7m) is expected to exceed its 30 new homes target but again this will require a roll forward (£2.7m).

8.1.6 Priority 6 (Enabling) – £7.9m under spend (£15.2m budget)

The Business Improvement Plan (£4.7m) and the ways of working project (£0.62m) are ongoing and are expected to request a (£3.5m) roll forward.

The IT programmes which include the Corporate IT board (£2.4m), IT shared services (£2.4m), Evergreening (£1.7m) and potentially the Libraries IT (£0.5m) are all to be reviewed in Q4, currently a roll forward is likely (£6.8m).

9 Five-Year MTFS and Budget Setting Process

The five year MTFS due to be presented to Cabinet will be a separate item on the cabinet agenda

10 Contribution to strategic outcomes

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

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

11.1 Finance

The whole report concerns the Council's financial position.

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

11.2 Legal

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

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

11.3 Equalities

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

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

12 Basis for report

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

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

13 Local Government (Access to Information) Act 1985

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

- Periods 1-9 Monthly Financial Report

For access to the background papers or any further information please contact Jo Moore– Lead Finance Officer.

HRA Budget Report - for December 2016 at Quarter 3

HRA Summary	Original 2016/17 HRA Budget	Increase / (Decrease)	Revised 2016/17 HRA budget 2016/17	Forecast at Quarter 3 and P9 2016/17	Forecast at Quarter 3 and P9 Forecast Variance 2016/17
	£000's	£000's	£000's	£000's	£000's
Dwelling Rental Income	(82,850)	0	(82,850)	(83,324)	(474)
Non Dwelling Rents	(2,997)	0	(2,997)	(2,754)	243
Hostel Rental Income	(1,268)	0	(1,268)	(1,754)	(486)
Leasehold Service Charge Income	(7,101)	0	(7,101)	(7,101)	0
Tenant Service Charge Income	(9,978)	0	(9,978)	(9,811)	167
Miscellaneous Income	(6,612)	0	(6,612)	(6,332)	280
Housing Management Costs & NNDR	6,373	0	6,373	6,093	(280)
Supported Housing	366	(366)	0	0	0
Repairs & Maintenance	4,540	0	4,540	4,540	0
Bad Debt Provision	1,022	0	1,022	1,022	0
Service Charge Costs	7,450	0	7,450	7,470	20
Total Managed Accounts	(91,055)	(366)	(91,421)	(91,952)	(531)
Community Alarm & Supported Housing	135	0	135	234	99
Other Property Costs	2,058	0	2,058	1,800	(258)
Regeneration Team Recharge	805	0	805	887	82
New Build	2,200	0	2,200	1,500	(700)
Environmental Services Recharges	1,111	0	1,111	435	(676)
Housing GF & CDC Recharge	3,040	0	3,040	2,793	(247)
Adults Recharges	254	0	254	254	0
Capital	31,101	0	31,101	31,214	113
Management Fee	34,419	1,436	35,855	37,511	1,656
Total Retained Accounts	75,123	1,436	76,559	76,628	69
TOTAL HOUSING REVENUE ACCOUNT	(15,932)	1,069	(14,863)	(15,325)	(462)

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Report for: Cabinet - 14th February 2017

Item number: 15

Title: Award of contracts for General Practitioners Services Framework for Prevention Services

Report Authorised by: Dr Jeanelle de Gruchy, Director of Public Health

Lead Officer: Sarah Hart, 208 4891480 sarah.hart@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision: Key decision

1. Describe the issue under consideration

- 1.1. The report seeks agreement from Cabinet to establish a Framework for the provision of enhanced services (the “Framework”) and to award contracts to designated General Practices (GPs) for one or all of the following; health checks: stop smoking service, long acting reversible contraception (LARC) and shared care/opiate substitute prescribing (OSP), GP with special interest for substance misuse (GPSI), GP lead sexual health, GP lead making every contact count (MECC).
- 1.2. The contracts will be awarded for a period of 4 years. The total estimated cost for the provision across all participating GPs is £1,200,000.

2. Cabinet Member introduction

- 2.1. The services being offered within this contract tackle reduction of Haringey’s healthy life expectancy gap and aim to maintain the reduction in teenage pregnancy rates, both key priorities of the Corporate Plan. To achieve these ambitions the Council needs to contract prevention services which can reach residents experiencing the greatest health inequalities, who primarily live in the most deprived areas of the borough and who are often not reached by traditional services.
- 2.2. The majority of these services are now available to residents via pharmacies, voluntary sector providers and GP practices. These providers all offer ease of access i.e. convenience, flexible opening time and privacy. GPs are also able to have opportunistic prevention conversations in their day to day work i.e. someone presenting with a chest infection is offered smoking cessation. Their patient registers can also be used to correspond with target groups i.e. offering a health

check to 40-74 year olds with no known health issues. Finally they can be used to support residents without the need for specialist services, offering them care nearer to home and freeing up resources in specialist care i.e. for those wanting long acting reversible contraception (LARC) or needing opiate substitute prescribing (OSP).

- 2.3. Using GPs and other practice staff to deliver these services has been a national and local strategy for a number of years. It is highly cost effective as it builds on assets that already exist i.e. buildings, staff skill, and reputation. The unit price paid is therefore significantly lower than in other services.
- 2.4. I welcome the proposal contained in this report that will continue to enhance delivery of GP prevention services for Haringey residents over the next 4 years.

3. Recommendations

- 3.1. That Cabinet agrees to establish the Framework and to award contracts as described in 1.1 above to GPs in accordance with Contract Standing Orders (CSO) 9.07.1(d).
- 3.2. That the contracts will be awarded under the Framework for a period of 4 years to the GPs listed in the table in paragraph 6.19.6 of the report.

4. Reasons for decision

- 4.1. The Council has a statutory responsibility to deliver health checks and sexual and reproductive health services. These and the other services are essential elements in meeting the Council's health improvement targets.

5. Alternative options considered

- 5.1. The public health team considered providing these services just through existing providers. However there is evidence regarding the advantage of using GPs: National Institute of Clinical Excellence (NICE) evidence suggests that GPs are positioned to use routine appointments to deliver brief interventions around quitting and practice nurses to providing rapid access to a service.¹ NICE recommends using GPs to deliver OSP service as a way of de stigmatising this service.² For LARC the Faculty of Sexual and Reproductive Health recommends increasing the uptake of LARC and use of GPs to achieve this.³

¹ <https://www.nice.org.uk/guidance/ph1/chapter/1-recommendations>

² Drug misuse and dependence: guidelines on clinical management. Department of Health.London:HMSO, 1999.

³ <http://www.fsrh.org/pdfs/FSRHQualityStandardContraceptiveServices.pdf>

- 5.2. It is also more cost effective to use GPs to provide these services i.e. cost per patient per year in a specialist drug service is £1825 compared to £1199 in primary care, LARC in clinic costs £150 and in a GP it costs £82

6. Background information

- 6.1. Public Health became a part of Haringey Council in April 2013 making the Council responsible for contracting these services.
- 6.2. In 2015 the Director of Public Health granted approval to award the contracts for Enhanced Health Services to participating General Practices (GPs) in Haringey for financial year 2015/16, these contracts were extended for a further 12 months expiring on 31st March 2017.
- 6.1. **Why we commission these services** Why we commission these services Life expectancy for men living in Haringey is 80.1 years slightly higher (though not significantly) than the life expectancy in England (79.5 years). Men who live in most deprived areas die, on average, 7 years younger than those living in most affluent areas. Life expectancy in females in Haringey is higher than males (84.9 years) and is also significantly higher than the current life expectancy for England (83.2 years) and London (84.2 years). Healthy life expectancy (HLE) at birth quantifies the average age that a baby can expect to reach and remain healthy. HLE in Haringey for males is 64.1 years compared to 61.5 years for females (both of which are similar to the England average).
- 6.2. Premature mortality and poor health disproportionately affect people on lower incomes. The main contributing factors to this inequality are smoking, physical inactivity and poor diet, obesity, alcohol and diabetes.
- 6.3. **Smoking cessation** It is estimated that 50% of the gap in life expectancy is due to smoking, and for those who smoke, quitting is often the single most effective action taken to improve health and prevent illness. In 2015 Haringey was ranked 8th highest in London for smoking prevalence. Nearly one in five adults smoke (22%), higher than England (17%) and London (16. %). Smoking prevalence is highest in deprived communities and yet reductions in smoking have been slower in these communities.
- 6.4. Currently residents have three access routes into free smoking cessation programmes: GP surgeries, the One You Haringey service and pharmacies. In 2015/16 in total there were 959 quits in Haringey, 99 of which were delivered by 8 GP practices. Within the new Framework there will be 16 practices delivering smoking cessation with a target of 155 quits.

- 6.5. **Health Checks:** The NHS Health Check programme identifies health conditions, primarily diabetes, heart disease, kidney disease, stroke and dementia. This is done by assessing the risk of the people aged between 40-74 years who are not known to already have one of these conditions.
- 6.6. Currently health checks are primarily provided by GP practice staff, but they are also done by the One You Haringey community service. In 2015/16 the overall target set for health checks was 7804, 6304 to be done within GP practices. The overall number of health checks completed was 5714 (4214 by GPs). Due to a reduction in the budget the target number of checks was reduced in 2016/17 to 3500 (3200 via GPs). Within the Framework there will be 23 practices delivering health checks with a target of 3200.
- 6.7. **Long acting reversible contraception (LARC):** is a method of birth control that provides effective contraception for an extended period without requiring user action i.e. taking a pill or using a condom. LARC methods include injections, intrauterine devices (IUDs) and sub dermal contraceptive implants. They are the most effective reversible methods of contraception because they do not depend on patient compliance.
- 6.8. In 2014 Haringey's conception rate per 1,000 females aged 15 to 17 years was 22.6 which is similar to England (England the rate was 22.8). Haringey's teenage pregnancy rates have historically been of concern, however in 2014, the conception rate per 1,000 females aged 15 to 17 years in Haringey was 22.6, while in England the rate was 22.8.
- 6.9. In 2014 the rate of LARC prescribed in sexual and reproductive health services per 1,000 women aged 15-44 years was excellent (Haringey rate was 48.6, higher than rates for London 33.0 and England 31.5). However females 19 years and under in Haringey are less likely to choose LARC as their method of contraception than the national average (5.2 rate per 1,000 compared to 7.7) this is of concern given LARCs high level of effectiveness as a method of birth control.
- 6.10. Since 2013 LARC prescribing by Haringey GPs had been reducing, there was a slight rise in 2015/16, but numbers need to increase significantly to reach the England rate (15.07 per 1,000 compared to 32.34 in England).
- 6.11. In the next 3 years Haringey in line with national guidance aims to increase local access to LARC⁴. Haringey is part of the London Sexual Health Transformation Programme and has a local Step Change programme. As part of these programmes during 2017 there will be more access to LARC via community based services, through a new

⁴ <http://www.fsrh.org/pdfs/FSRHQualityStandardContraceptiveServices.pdf>

young people and female LARC service ⁵ and increasing provision within GPs.

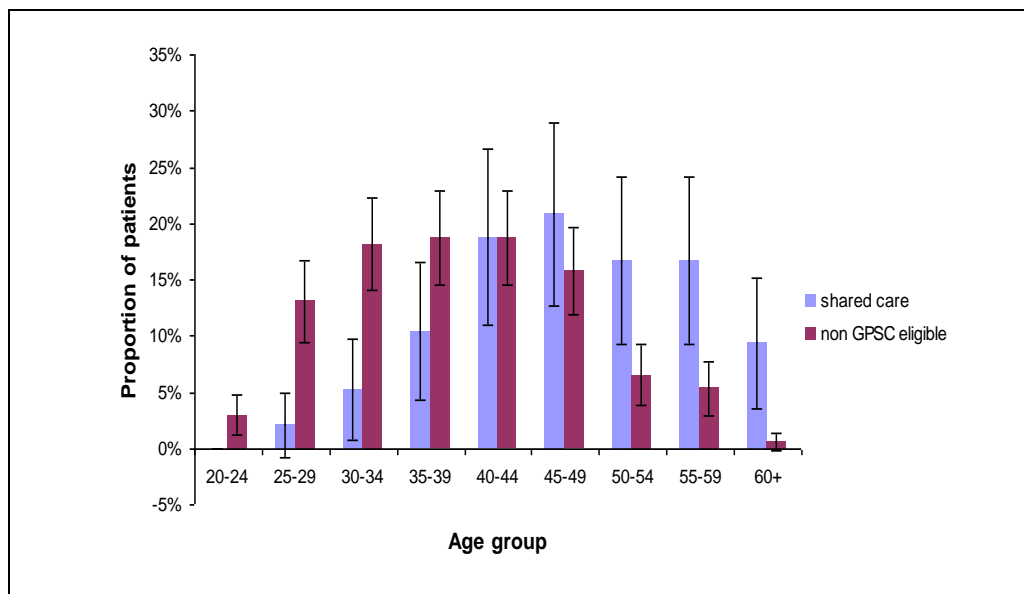
- 6.12. **Opiate substitute prescribing (OSP) /Shared care:** the prevalence of opiate⁶ drug users in Haringey is estimated to be 2,000 residents. In 2015/16 there were 804 residents in opiate substitute prescribing (OSP) treatment. Shared care is the term used to describe the provision of OSP within a general practice. The GP is the main provider with support from a key worker from The Grove drug service. Shared care is aimed at service users with medium to low threshold management requirements. For some it acts as a stepping stone to abstinence, but it is primarily for those requiring stable long term prescribing.
- 6.13. Currently 100 people per year are in shared care, either with their own GP or within a GP practice acting as a hub for their own and other practice's patients. All shared care clients will initially have entered treatment via The Grove and moved onto the scheme as part of a care plan. Shared care provides the following benefits over care in a specialist drug service: ⁷
- A way to normalise care and decrease stigma
 - A more "relaxed" service than specialist prescribing, and one that service users enjoy
 - An opportunity to closely manage the physical, mental and social problems of an otherwise hard to reach group
 - For women it is a less intimidating environment than the male dominated drug service.
- 6.14. A review completed in 2013 of those in shared care shows how they differ from those in the main service in terms of age, health conditions and duration in the service. Those using the shared care service are generally older than those in the specialist service see figure 1.

Figure 1. Age distribution of shared care users and non GP shared care i.e. those in specialist treatment

⁵ See Cabinet report February 2017

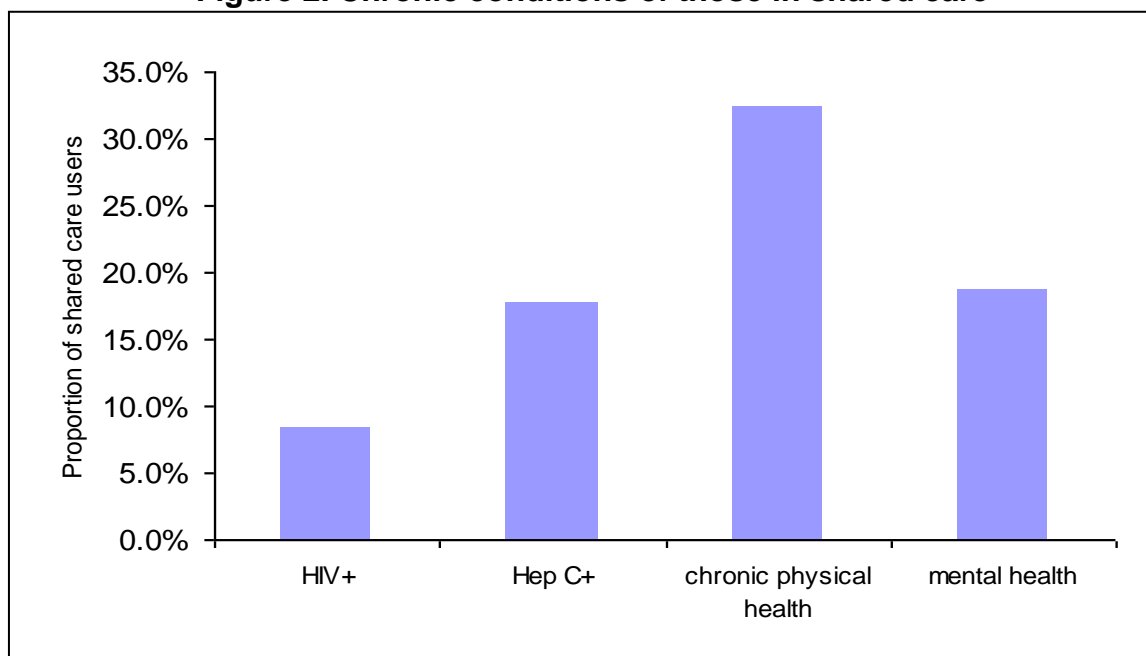
⁶ Opiate use is primarily heroin and methadone

⁷ Drug misuse & dependence: guidelines on clinical management. DOH. London: MSO, 1999.



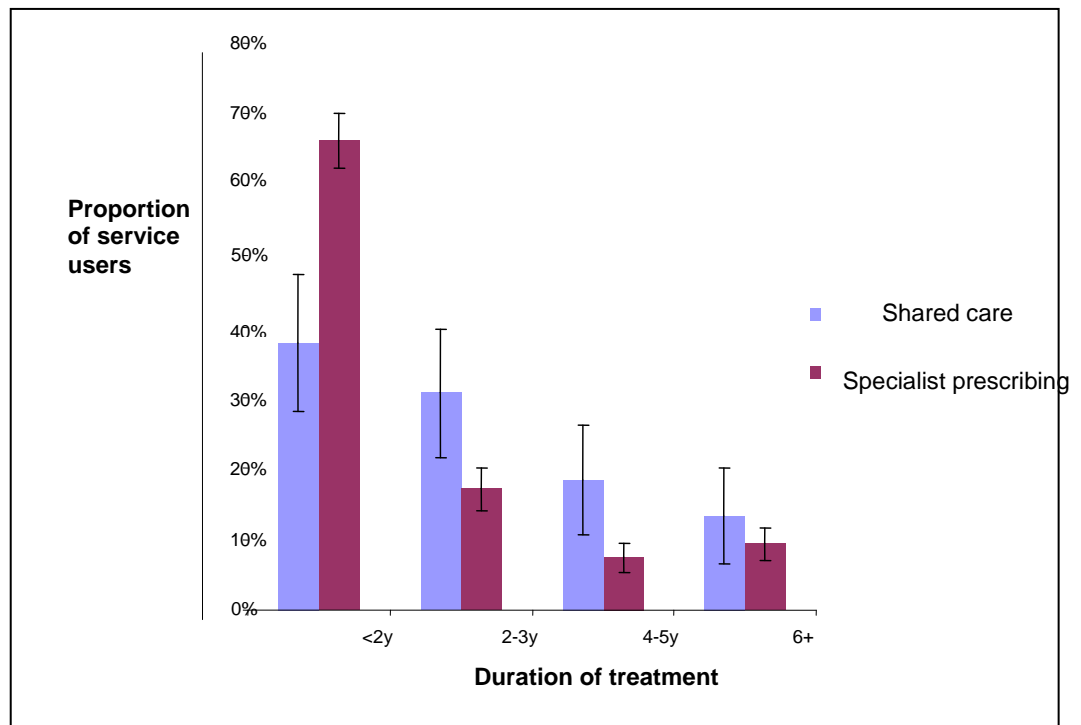
6.14.1. 58.3% of shared care users have at least one other health problem additionally to substance misuse (HIV, hepatitis C, a physical health problem or a mental health problem). 17.8% of shared care users had two or more of these problems. Figure 2 details the shared care user's co-morbidities.

Figure 2. Chronic conditions of those in shared care



6.14.2. Given the older age group and levels of chronic illness, it is not surprising that the duration of time spent in shared care was 2.4 years, ranging from 28 days to 8.5 years. Figure 3 illustrates the time spent in shared care treatment, compared to time spent in treatment for specialist prescribing service users.

Figure 3. Time spent in treatment, shared care and specialist prescribing service users



6.15. **GP with special interest for substance misuse (GPSI), GP lead sexual health:** Since 2006 GPSI's have been a key contributor to the establishment and smooth running of the shared care service. They act as peer experts, encouraging other GPs onto the scheme, assisting with production and distribution of guidance and provide peer education.

6.16. **GP lead making every contact count (MECC)** This contract introduces GP champions for sexual health and MECC. These GP leads will assist public health officers to enhance performance. We see this as a key mechanism for driving up performance.

6.17. **Procurement process**

6.17.1. A 'Meet the Buyer' event was held on 18th August 2016. The purpose of the event was intended to communicate and share information with potential providers to help them understand the commissioning intentions and offer opportunities to network and forge partnerships.

6.17.2. The Council selected the 'Open' tendering process as the most efficient route to market for this service. The procurement process started with placing a contract notice in the Official Journal of the European Union (OJEU) and Contract Finder.

6.17.3. The Invitation to Tender (ITT) and supporting documents were uploaded on Delta (e-tendering portal) where following a registration process, the potential tenderers could access the tender documents and submit their tenders electronically.

6.17.4. By the closing date of 4th November 2016, 40 organisations had registered their interest on Delta E-sourcing portal. Tenders were submitted by twenty six organisations. Tenders were evaluated solely on the basis of quality as set out within the tender documents.

6.17.5. The Tender was separated into 2 lots:

- Lot 1 – East – Post Codes: N22, N11, N15, N17,
- Lot 2 – West – Post Codes: N8, N6, N4, N10

To provide the following services

- Long Acting reversible contraception (LARC)
- Opiate substitute prescribing/shared care (OSP)
- Health checks (HC)
- Smoking cessation (SC)
- GP Champion for being General Practitioner Specialist Interest (GPSI)
- GP Champion for sexual and reproductive health (GPSR)
- GP Champion for Making Every Contact Count (MECC)

6.17.6. The table below details the outcome of the tender evaluations and includes details of the services which each GP practice has been selected to provide:

Name of Surgery	Lot	LARC	OSP	HC	SC	GPSI	GPSH	MECC	Shared Care Hub
Alexandra Surgery	2	Y		Y	Y				
Arcadian Gardens Surgery	1	Y		Y			Y		
Bounds Green Group Practice	1	Y		Y					
Bridge House Medical Practice	2	Y		Y	Y				
Charlton House Medical Centre	1	Y		Y	Y				
Fernlea Surgery	1	Y	Y	Y	Y				Y

Name of Surgery	Lot	LARC	OSP	HC	SC	GPSI	GPSH	MECC	Shared Care Hub
Highgate Group Practice	2	Y			Y				
Lawrence House Surgery	1	Y	Y	Y	Y			Y	Y
Queenswood Medical Practice	2	Y	Y	Y	Y				
Rutland House Surgery	2	Y		Y	Y				
Somerset Gardens Family Health Care Centre	1	Y	Y	Y	Y				Y
Spur Road Surgery	1	Y		Y					
The 157 Medical Practice	1	Y							
The Morris House Group Practice	1	Y		Y					
The Muswell Hill Practice	2	Y	Y		Y				Y
The Staunton Group Practice	1	Y	Y	Y	Y	Y			Y
Tottenham Health Centre	1	Y		Y					
Tynemouth Medical Practice	1	Y		Y	Y				
Westbury Medical Centre	1	Y	Y	Y	Y				Y
Cheshire Road Surgery (formerly Evergreen Surgery)	1		Y	Y	Y				
Crouch Hall Road Surgery	2		Y		Y				
Grove Road Surgery	1			Y	Y				

Name of Surgery	Lot	LARC	OSP	HC	SC	GPSI	GPSH	MECC	Shared Care Hub
JS Medical Practice	1			Y					
Myddleton Road Surgery	1			Y					
Queens Avenue Surgery	2			Y					
The Old Surgery	2			Y					
West Green Surgery	1			Y					

7. Contribution to strategic outcomes

7.1. Priority 2: 'Empower adults to lead healthy, long and fulfilling lives' – the health checks and smoking cessation services will target the top 3 classes of disease contributing to the life expectancy gap within Haringey; circulatory diseases, cancer and respiratory diseases. Sexual health services target the reduction of transmission of STIs and has a specific target to reduce late diagnosis of HIV.

7.2. Priority 1: 'Enable every child and young person to have the best start in life' – the service will aim to ensure low levels of teenage pregnancy and STIs in young people.

7.3. All services aim to address the cross cutting themes of fair and equal borough and working with communities.

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

8.1. Finance

This report seeks agreement to award a contract, with an annual value of £0.300m for four years from April 2017. The components of that contract with GPs are set out in the table below.

Cost-centre	Service	Annual amount £'000
D00551	Health Checks	£90
D00551	Stop Smoking	£20
D00332 & D00337	LARC	£130
D00622	Shared Care	£50

D00621	GP	£7
D00337	GP Lead SH	£2
D00551	MECC	£1
Total		£300

These allocations will be met from the Public Health budget in future years and are part of the overall strategy for operating within the Medium Term Financial Strategy.

8.2. **Procurement**

8.2.1. The procurement process was carried out in line with the requirements of EU Regulations and the Council's Procurement Code of Practice; the opportunity was advertised and bidders treated equitably in a transparent process.

8.2.2. Tenderers were evaluated on their ability to deliver various service provision in appropriate lots. Cost, however, was not part of the evaluation process as prices were set by the Local Medical Council and as such was the best value the Council could obtain.

8.2.3. Monitoring and performance criteria are an integral part of the contract specifications including, inter alia, monitoring visits, meetings and use metrics to ensure that the service is being accessed and delivered in the requisite manner to address both health inequalities and promote healthy living.

8.3. **Legal**

8.3.1. The Assistant Director of Corporate Governance notes the contents of the report and is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.

8.4. **Equality**

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

- Tackle discrimination, harassment and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;

- Foster good relations between people who share those characteristics and people who do not.

8.4.2. These contracts have been developed to address health inequalities as identified through the Joint Strategic Needs Assessment. A full Equality Impact Assessment was conducted as part of the tendering process. All providers collect data to monitor their fulfilment of equalities duties.

9. Use of Appendices

9.1. Appendix 1 Equality Impact Assessment

10. Local Government (Access to Information) Act 1985

10.1. This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following categories: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)): (3) Information in relation to financial or the business affairs of any particular person (including the authority holding that information).

Information within this report is sourced from:

<http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna>

Cabinet reports linked to this report: [Pharmacies Enhances Services Framework](#)



Haringey Council

Equality Impact Assessment

Name of Project	General Practitioners Services Framework for Prevention Services	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Public Health		
Name of completing officer	Christopher Sartori / Sarah Hart	Date EqIA created	17/08/2016
Approved by Director / Assistant Director	Susan Oti	Date of approval	

The Equality Act 2010 places a '**General Duty**' on all public bodies to have '**due regard**' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a '**Specific Duty**' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqlA	
1. Project Lead – Christopher Sartori	5.
2. Equalities / HR -	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqlA is required. If a full EqlA is required move on to Stage 3.

Equality impact assessments (EIAs) are our chosen way for working out the effect our policies, practices or activities (might have on different groups before we reach any decisions or take action. They are an important service improvement tool, making sure that our services are as effective as they can be for everyone Haringey serves. They also help to prevent us from taking action that might have outcomes we did not intend.

I. Description of the current proposal features and rationale:

This document assesses the impact of the proposed procurement of GP delivery of key public health prevention services on residents who are defined as having protective characteristic under the Equality 2010 Act. The aim is to identify any possible inequalities and propose an action plan to address or narrow them. The services to be commissioned are listed below; they are not services that GPs would ordinarily provide under their NHS contract.

- Health checks
- Smoking cessation
- Long acting reversible contraception (LARC)
- Shared care/ Opiate substitute prescribing (OSP)
- GP with special interest (GPSI)

- GP lead for sexual health
- GP lead for making every contact count (MECC)

GPs currently provide the services above except for the GP champions for sexual health and MECC. There is national guidance that directs councils to consider using GPs as a way to deliver prevention services. In some instances the activity can form part of a patient consultation i.e. someone seeing their GP for a chest infection being offered smoking cessation advice, a patient would like to move from oral contraception to LARC. Due to quality and cost considerations, not all GPs use a consultation to provide opportunistic prevention services so there is an expectation that they have a referral pathway for other practices. Public health is expected, in its commissioning, to ensure that GPs wanting to provide these prevention services are selected according to where the need is.

Smoking Cessation

Currently the Council funds GPs, pharmacies and One You Haringey to support around 959 smokers per year in stopping smoking. The key performance indicators target groups are: “routine and manual” groups, people with mental health problems, pregnant women and Black and Ethnic Minority (BME) groups. The service is based upon behavioural support and pharmacotherapy where appropriate with success assessed at 4 weeks. Methods of smoking cessation include the use of nicotine replacement therapy (NRT) and pharmacotherapies including varenicline or bupropion. Electronic cigarettes, and other nicotine devices, while representing future potential when medically licensed and regulated do not currently form part of smoking cessation services. Support is provided by trained advisers through one to one advice or group work and there are specialist stop smoking advisers to support people with, for example, mental health problems.

In 2015/16 8 GPs practices successfully support 99 residents to quit against target of 120. Within the new framework there will be 16 practices delivering smoking cessation the target will be 155 quits.

Rationale for service	<ul style="list-style-type: none"> • Smoking is one of the major contributors to ill-health and early mortality • Smoking as a risk factor is not evenly distributed within the population. • Smoking prevalence is higher in deprived communities compared with other more affluent communities, and changes with age • GP practices have contact with many patients who smoke
Which GPs can sign-up to the contract	<ul style="list-style-type: none"> • All GP practices are invited to bid to provide a Stop Smoking Service • Accepting patients from other practices • Targeted at residents registered with GP practices based primarily in the east of the borough
KPIs include	<ul style="list-style-type: none"> • At least 85% of all quits should be CO-monitored and >25% quitters from routine and manual occupations • The ratio of lost to follow up activity will be no more than 2 clients lost to follow-up or back to smoking for every 1 successful quit • Looking to increase target to around 150

Health checks

The NHS Health Checks service is a mandatory health service which local authorities are expected to provide and the programme has been running since 2010 in Haringey. Health checks include measurement, recording and assessment of the following parameters to make a risk assessment – age, gender, ethnicity, smoking status, family history of coronary heart disease, blood pressure, body mass index (BMI), physical activity (GPPAQ questionnaire), alcohol use, cholesterol level, cardiovascular risk score (a score relating to the person's risk of having a cardiovascular event in the ten years following the health check), dementia awareness (for those aged 65 to 74) and blood tests targeted at diabetes and kidney disease for those identified as being at risk.

Currently health checks are primarily provided by GPs but also within the community by the One You Haringey service. The overall number of health checks completed was 5714 (4214 by GPs) Due to a reduction in budget the target number of health checks was reduced in 2016/17 to 3500 (3200 via GPs) Within the framework there will be 23 practices delivering health checks with a target of 3200

Rationale for service	<ul style="list-style-type: none"> • Mandatory requirement
Which GPs can sign-up to the contract	<ul style="list-style-type: none"> • Service primarily focused on the east of the borough/ and or where there are pockets of deprivation (some in central and south east Haringey)

Key features of the service	<ul style="list-style-type: none"> • Targeted at residents registered with GP practices based primarily in the east of the borough • Aged 40-74 without any pre-existing condition. • Checks patients for risk of developing a disabling vascular disease • Data and activity must be completed for submission to Public Health England • Accepting patients from other practices
Any changes to contract in 2017/18	<ul style="list-style-type: none"> • Target of overall Health Checks halved in 2016-2017 to reflect budget restrictions • Each practice will be given a set target based on population size

Long-acting reversible contraceptives (LARC) are methods of birth control that provide effective and cost effective contraception for an extended period without requiring user action. They include injections, intrauterine devices (IUDs) and subdermal contraceptive implants. They are the most effective reversible methods of contraception because they do not depend on patient compliance. So their 'typical use' failure rates, at less than 1% per year, are about the same as 'perfect use' failure rates. .

Haringey is part of a London-wide programme to improve the sexual and reproductive health of our residents; the London Sexual Health Transformation Programme. In line with this programme from April 2017 we plan to re-focus LARC provision within community based services, developing a new specialist clinic and increasing provision within GPs from 11 to 19 practices.

Rationale for service	<ul style="list-style-type: none"> • This service aims to ensure that the full range of LARC contraceptive options is provided by GP practices to patients
Which GPs can sign-up to the contract	<ul style="list-style-type: none"> • All practices, which have a GP or nurse trained to provide this service, are invited.
Key features of the service	<ul style="list-style-type: none"> • Accepting patients from other practices • Ability to provide a minimum of 6 implants and 12 IUCDs per annum (ensures skill level maintained) • Fitting, monitoring, checking and removal of intra-uterine contraceptive devices (IUCDs) as appropriate • Production of an up-to-date register of patients fitted with an IUCD • Provision of adequate equipment (as special equipment is required for fitting IUCDs) • The use of levonorgestrel intrauterine system for the management of menorrhagia in primary care as

	part of a care pathway
Any changes to contract in 2017/18	<ul style="list-style-type: none"> We are looking to increase uptake of this service from practices in central and east Haringey
<p>Substance misuse - Opiate substitute prescribing (OSP) is the National Institute of Clinical Excellence (NICE) approved treatment for opiate users. Managing substance misuse in primary care has been nationally advocated since the late 1990s¹. Nationally substance misuse treatment in primary care seems to be popular amongst substance misusers, with high satisfaction levels. In Haringey an opiate user would first go into The Grove (specialist drug service). If they become stable then they will have the option to move into shared care with a GP. Shared care is a partnership between the GP and the drug service, with the former prescribing and the latter offering key working. In 2015/16 there were 102 residents in shared care.</p>	
Rationale for service	<ul style="list-style-type: none"> Aims to normalise substitute prescribing for stable drug users in primary care, through supporting GPs to provide non-specialist care and treatment
Which GPs can sign-up to the contract	<ul style="list-style-type: none"> Any GP with level 1 Royal College of General Practitioners Certificate (RGPC)
Key features of the service	<ul style="list-style-type: none"> Treatment of opiate dependent drug users, with support from The Grove support workers Provision of General Medical Services (GMS) or equivalent for drug users Physical review of each patient every 12 months Testing (or referral for testing) for blood borne viruses including HIV and hepatitis C and immunisation for hepatitis B for at-risk individuals and their families Harm reduction advice for drug users and their families GPs should ensure appropriate monitoring of alcohol use via use of breathalyzer/ urine drug testing as per The Grove prescribing policy

¹Drug misuse and dependence: guidelines on clinical management. Department of Health. London: HMSO, 1999.

Any changes to contract in 2017/18

- £10,000 saving needs to be made – this will be achieved through reducing the GPSI time and number of places from 80 to 74

GPSI and leads

Haringey shared care scheme has been led by GPSIs for over 8 years. Their role has been to recruit other GPs onto the scheme and offer support. They have also represented a mechanism for the Public Health team to discuss substance misuse issues with GPs and develop new guidance. We now wish to extend this to have a small amount of GP time to promote LARC and MECC.

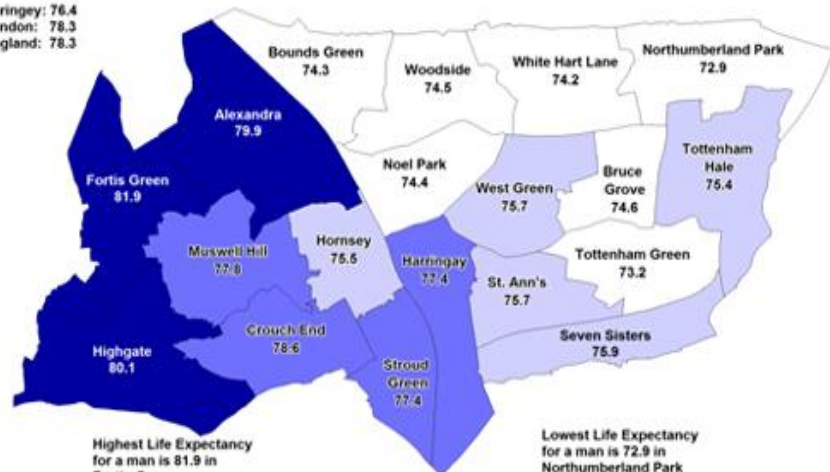
II. Relevance of the proposal to the general equality duties and protected groups

Healthy life expectancy at birth quantifies the average age that a baby can expect to reach and remain healthy. Healthy life expectancy (HLE) in Haringey for males is 59.5 years compared to 60.1 years for females (both of which are significantly lower than the England average). In addition men in Haringey only live 75.4% of their lives in good health and for women the proportion of life spent in good health is only 71.8%

Geographical variation in life expectancy (male & female)

Male Life Expectancy
Source: LHO 2006-2010

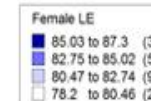
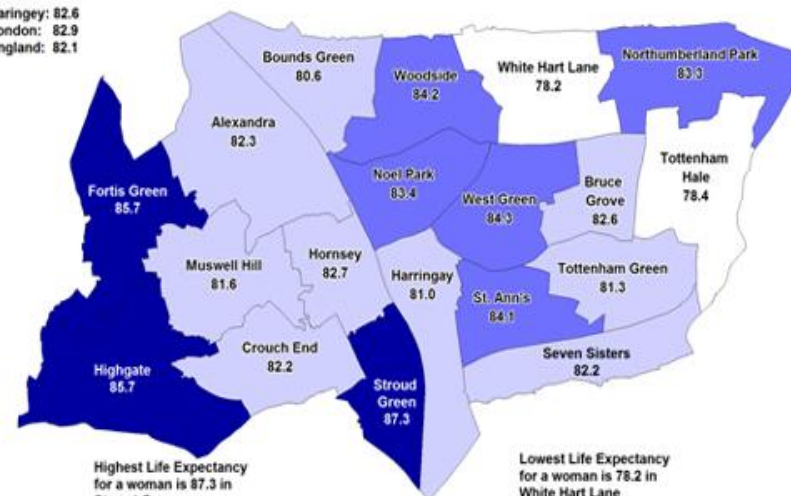
Haringey: 76.4
London: 78.3
England: 78.3



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Female Life Expectancy
Source: LHO 2006-2010

Haringey: 82.6
London: 82.9
England: 82.1

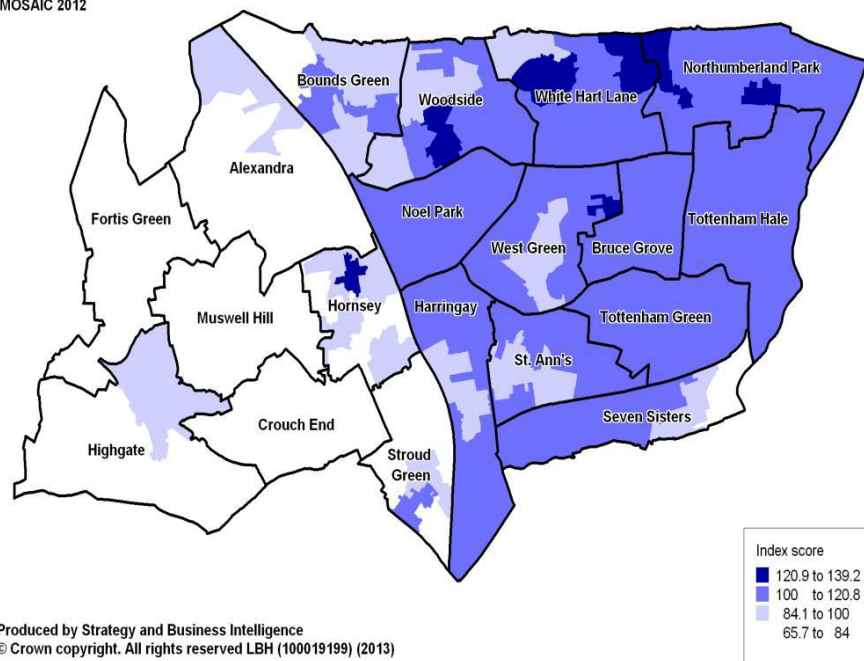


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The social gradient between the least and most deprived deciles by deprivation (Slope Index of Inequality) in Haringey in men is 7.7 years. For females it is 3.4 years. This suggests that life expectancy, particularly in males in Haringey is closely linked to levels of deprivation.

Smoking: Nearly one in five adults in Haringey smoke. Reducing smoking rates is a key priority for Outcome 2 of the Haringey Health and Wellbeing Strategy (HWS): a reduced life expectancy gap across Haringey. 50% of the gap in life expectancy is due to smoking, and for those who smoke, quitting is often the single most effective action you can take to improve health and prevent illness. Smoking is a key driver of health inequalities. Smoking rates (prevalence) are highest in deprived communities and yet reductions in smoking prevalence have been slower in these communities than other population groups.

Index score of how likely people are to be a smoker
100 = National Average, Higher score = More likely
Haringey Super Output Areas
MOSAIC 2012

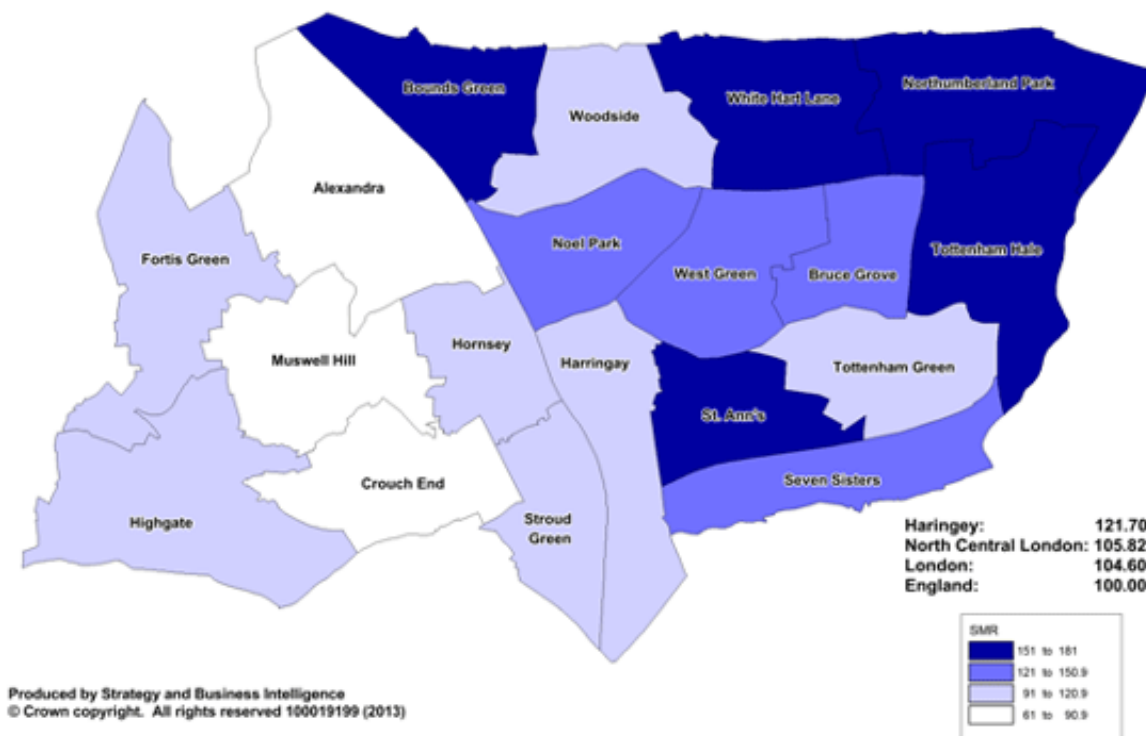


The map above shows an index score of how likely people are to be a smoker arranged by geographical area. 637 deaths were attributed to smoking in 2010-12. Reducing the prevalence of smoking in low income groups, certain black and minority ethnic (BME) groups, and disadvantaged communities will help reduce health inequalities more than any other measure to improve the public's health.

Health Checks: The NHS Health Check programme aims to help prevent diabetes, heart disease, kidney disease, stroke and dementia by screening people aged between 40-74 years who are not known to already have one of these conditions, to identify potential risks early. More than 1 in 20 people in Haringey are living with undiagnosed diabetes, and data suggests in the north east GP collaborative more than half of the number of expected cases of CHD remain undiagnosed.

The top 3 classes of disease contributing to the life expectancy gap within Haringey are circulatory diseases, cancer and respiratory diseases.

The map below identifies premature mortality from circulatory disease, 2006-2010



LARC

- Unplanned pregnancy – the highest numbers of unplanned pregnancies occur in the 20-34 year age group. Unplanned pregnancies can end in abortion or a maternity, with many unplanned pregnancies that continue becoming wanted. However, unplanned pregnancy can cause financial, housing and relationship pressures and have impacts on existing children.
- In 2014 the total abortion rate per 1,000 female population aged 15-44 years was 23.0, while in England the rate was 16.7 per 1,000. Of those women under 25 years who had an abortion in that year, the proportion who had had a previous abortion was 29.4%, while in England the

proportion was 26.5%.

- In 2014, the under 18 conception rate per 1,000 females aged 15 to 17 years in Haringey was 22.6, while in England the rate was 22.8.
- LARC is the most effective and cost efficient method of contraception. In 2014 the rate of LARC prescribed in sexual and reproductive health services per 1,000 women aged 15-44 years was 48.6 for Haringey, 33.0 for London and 31.5 for England. Since 2013 LARC prescribing by GPs has been falling and GPs need to substantially increase levels to reach the England rate (15.07 per 1,000 compared to 32.34 in England).
- Females aged 19 and under in haringey are less likely to choose LARC as their method of contraception than the national average (5.2 rate per 1,000 compaed to 7.7)

Substitutue opiate prescribing - Haringey has a significant drug problem, in 2015 the estimated prevalence of crack cocaine and opiate users was 1,847 or 10.0 per 1,000 (Haringey Health Profile, 2015) whereas the national rate for England was 8.4 per 1,000. Those most vulnerable to problematic drug use, especially heroin use, are more likely to live in deprived areas, suffer from mental ill health, live in poor housing and be involved in criminal activity (National Treatment Agency, Oct 2011). Haringey's profile of those in drug treatment reflects this, with the majority entering treatment coming from the most deprived wards. Around 27% of adults entering drug treatment are women. Local data shows 6% of those currently in drug and alcohol treatment identify as lesbian, gay, bisexual or transgender (LGBT).

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment This section to be completed where there is a change to the service provided	
Data Source (include link where published)	What does this data include?
Joint Strategic Needs Assessment for Smoking on Harinet	Age, gender, deprivation, ethnicity, pregnancy, mental health information
Population profile of Haringey on Harinet	Gender, Age structure, Ethnic profile of residents of Haringey, Ward level population, Population projections, Births and deaths, Mortality, Life Expectancy
NICE guidelines - Stop smoking services https://www.nice.org.uk/guidance/ph1/chapter/1-recommendations	Priorities, Considerations and Recommendations in regard to service delivery
Faculty of Sexual and Reproductive Health http://www.fsrh.org/pdfs/FSRHQualityStandardContraceptiveServices.pdf	Guidance on LARC and recommendation to increase women's access to LARC and to use GPs as a mechanism
Haringey JSNA on sexual and reproductive health	Trends in sexual and reproductive health
Trends in Consultation Rates in General Practice 1995 to 2006: Analysis of the QRESEARCH database.	Trends in consultations by age and sex between 1995 and 2006
Health and Social Care Information Centre – Statistics on Smoking: England 2013	Smoking patterns in adults and children, Smoking-related costs, ill health and mortality, Behaviour and attitudes to smoking
Encouraging people to have NHS Health Checks and supporting them to reduce risk factors NICE advice [LGB15]	Facts and Figures, Support for Planning
NHS Health Checks Haringey 2011-2014 - Michael Fox, Mobola Alex-Oni	Data report evaluating service between 2011 and 2014
Action on smoking and health (ASH) - Smoking: LGBT Community	Smoking in the LGBT Community
Improving Health and Lives – Learning Inequalities & People with Learning Disabilities in disabilities observatory - Health the UK: 2010	Health inequalities and data on disease rates and smoking for those with learning disability

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:

Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex	<p>Smoking – In 2008/09, the Omnibus Survey found there were no statistically significant differences in the percentage of men and women smokers who reported wanting to stop smoking.</p> <p>Health Checks – Health checks will be available to both men and women and both cohorts present to GP surgeries, and IT systems will be in place to invite groups of patients for screening and health checks at GP practices.</p> <p>LARC- Ease of access for women wanting to transfer from GP providing oral contraception to LARC</p> <p>OSP- Drug services are a very male dominated environment and can be highly stigmatised. Receiving care within a GP practice is less threatening for some women. It offers anonymity as it does not identify the reason for visiting.</p>	<p>Smoking – There needs to be targeting of male smokers to access and use services due to a slightly higher incidence of smoking and higher rates of smoking related negative outcomes. Data suggests GP consultation rates for females tend to be higher than those for males in general (aside from extremes of age).</p> <p>Health Checks – Participation and enagement with the GP is lower among men and the incidence and prevalence of the chronic diseases screened for in the health check for men is higher. Some targeting toward male patients would need to be incorporated.</p> <p>LARC – Young women are currently not choosing LARC at the rate for England. There may be barriers to them using a GP i.e. seen as the family Dr, wanting to see someone used to working with young people, opening hours.</p>	<p>Smoking – Nationallly more males (20.0%) than females (19.0%) smoke. The prevalence of smoking is 4% higher for men than women in Haringey, with more women accessing stop smoking services than men. Males and females have similar success rates at stopping smoking, although fewer male smokers than expected may access the service.</p> <p>Health Checks – NHS Health Checks were not delivered proportionally to both genders between 2011 and 2014, with 56% of checks for women and 44% for men for the 3 years measured. Gendered access inequalities were also higher in some ethnic groups</p> <p>LARC – Current levels of take up within GPs is low compared to England</p> <p>OSP - 1:3 within the current services are women. Their use of drugs is often linked to a history of domestic abuse.</p>	

		<p>OSP – Fear of being stigmatised means some female drug users may prefer not to see their own GP or their own GP may not prescribe so provision to see a GP in another practice may be preferable</p>		
Gender Reassignment	<p>No evidence was found relating the levels of risk for Transgender residents. As with the general population for some having these services within primary care will be more comfortable and less stigmatising.</p>	<p>Transgender residents may feel that accessing GP services they could face discrimination or hostility. We will help to ensure that all services are inclusive as possible.</p>		
Age	<p>Smoking – There are more children in the east of Haringey, which has higher levels of deprivation than the west. Services targeted to the west of the borough to try and reduce influential pull of smoking in households where young children and people live. As GPs frequently look after the health of households, reducing the number of smokers within a household is a feasible aim.</p> <p>Health Checks – Access to cohort information to make specific invites to health checks for targeted population.</p> <p>OSP – Drug related deaths due to heroin overdose have risen and users</p>	<p>Smoking – Accessibility to the GP for children and young people may be a problem, often confounded by presentations to the GP accompanied by parents or other family members, which may interfere with opportunistic smoking cessation consultations. According to the Health and Social Care Information Centre – pupils aged 11-15 who smoked in 2012 were 10 times more likely to seek help from a friend or family member (22%) as opposed to visit the GP (2%) for help with stopping smoking.</p> <p>Health Checks – Difficulty of organising appointments with a</p>	<p>Smoking - The highest prevalence of smoking in adults is in the 25-34 year age group and the lowest in those over 65 years. Young people are more likely to smoke regularly if they live with other people who smoke and this increases the greater the number of smokers in the household. Smoking before the age of 18 is a key risk factor. The lowest rates of smoking were seen in those over 65 years of age.</p> <p>Health Checks – The 2011 ONS Interim Sub National Population Projections predict that the 18-64 population in 2021 will account for 69.5% of the Haringey population, and that the 65+ population in 2021 will</p>	

	<p>are also dying of long term conditions. This is in part due to an aging population of drug users. It is therefore beneficial for treatment for drug use to be provided alongside treatment of other health conditions within primary care. This includes access to health checks and smoking cessation.</p>	<p>GP, if limited out of hours (OOH) access as the service is targeting people of working age.</p> <p>LARC – Young women may find the opening hours unsuitable</p>	<p>account for 9.4% of the Haringey population</p> <p>LARC – Uptake of LARC is lower in young females</p> <p>OSP – Numbers of drug users dying in treatment are rising, this is not only due to heroin overdose but long term conditions often linked to smoking.</p>	
Disability	<p>Smoking/health checks/LARC – Patients with disability will have care plans and regular reviews by their GP which puts them in a good place to raise issues around smoking or other risk factors. GPs also perform home visits, allowing targeted advice to those at particular risk, or who wouldn't be able to leave their homes and access the wellness centre. Literature available will be provided in Easy Read format to reach out to those with learning disability. There is also an opportunity to reach out to carers of those with disabilities. In particular learning disability will need to be of focus.</p>	<p>Smoking – Accessibility to practices that offer smoking cessation may be an issue, as not all GP practices would have a stop smoking service. Knowledge and onward recommendation for all local GPs and good transport links and accessibility to the integrated wellness centre will be crucial.</p> <p>Health Checks – People with learning disabilities may be less likely to have poor bodily awareness and lack communication skills.</p> <p>LARC – Females with learning disability may not wish to talk to their own GP about their reproductive lives and should be able to access another GP.</p>	<p>Smoking – Insufficient data available in regard to uptake and delivery of service among cohort of patients with disability. Smoking is also more than twice, and up to three times as prevalent among people with mental health disorders than in the general population, and this has changed little over the past 20 years. Fewer adults with learning disabilities who use learning disability services smoke tobacco or drink alcohol compared to the general population, but rates of smoking among adolescents with mild learning disability are higher than among their peers.</p> <p>Health Checks – Coronary heart disease is a leading cause of death amongst people with learning disabilities (14%-20%) and the prevalence of dementia is higher amongst older adults with learning disabilities compared to the general</p>	

			population (22% vs 6% aged 65+).	
Race & Ethnicity	<p>Smoking – Those GP surgeries taking on health checks are concentrated to the east of the borough and would be well placed to also advise on or deliver stop smoking services, by increasing contact with local population and aiming to make every contact count.</p> <p>Health Checks – The health check uptake by ward in 2011-2014 was highest in White Hart Lane (13.2%), Northumberland Park (10.36%) and Tottenham Hale (8.93%) and lowest in Highgate (0.15%), Fortis Green (0.34%) and Muswell Hill (0.44%), reflecting the targeted approach toward minority ethnic groups and deprivation in the Borough.</p> <p>OSP- Drug use is highly stigmatised and having care within a GP practice makes the service more discrete.</p>	<p>Smoking – In Haringey there is data to suggest lower access rates for people from Mixed, Black, or Chinese ethnicities and success rates for smokers from Black ethnicities are almost 10% lower than smokers from a white background, and more information is needed in regard to the barriers to accessing the service and remaining compliant with treatment.</p> <p>Health Checks – there is no clear evidence around targeting specific ethnic groups and the most at risk groups may not still be accessing services.</p> <p>LARC – currently there is no data on ethnicity of those accessing LARC. It may be that BME females are more used to using family planning clinics and a targeted awareness campaign may be needed.</p>	<p>Smoking – The prevalence of smoking is highest amongst white, and mixed ethnic groups. In Haringey, smokers from White and Asian ethnicities are most likely to access the service; smokers from Mixed, Black, or Chinese ethnicities are significantly less likely to use services. Locally there is some evidence that there are high rates of smoking amongst Turkish men.</p> <ul style="list-style-type: none"> • NICE guidance recommends targeting of NHS Stop Smoking Services toward minority ethnic and socioeconomically disadvantaged communities in the local population. Over 50% of current smokers across London come from a BME background <p>Health Checks – From 2011 to 2014 there were gender access inequalities among different ethnic groups. There were more women than men accessing health checks from Asian-Indian (64% vs 36%), Asian-other (61% vs 39%), Black-other (59% vs 41%), Black-Caribbean (64% vs 36%) & Mixed White & Black Caribbean (64% vs 36%). Ethnic groups where the service was offered to more men than women included Other-Arab (35% vs 65%) and Asian-Bangladeshi (45% vs 55%).</p>	
Sexual			Smoking – Data from the Integrated	

Orientation	<p>Smoking/health checks – More data is needed in regard to sexual orientation and access to GP services in relation to stop smoking services. There may be cases where, due to historic reasons, LGB people may not disclose their sexual orientation</p> <p>OSP- 6% of those using the drug service identify as LGBT. Offering through GP surgeries represents another option of care for those not wishing to stay within the main treatment service.</p>		<p>Household Survey shows that lesbian and gay people are much more likely to smoke than the general population and are more likely to experience health inequalities. Young lesbian, gay and bisexual (LGB) people are more likely to smoke, start at a younger age and smoke more heavily</p> <p>OSP- There are concerns regarding MSM drug and alcohol users but this is generally not heroin use so not applicable to this service</p>	
Religion or Belief (or No Belief)	N/A	N/A	<p>We do not expect discriminating factors or inequalities anticipated based on religious belief in terms of service access, although worth noting that advice and signposting toward services could be delivered within places of worship.</p>	<p>We expect the impact on this group to be neutral.</p>
Pregnancy & Maternity	<p>Smoking – Offering services through the GP creates additional contact through which smoking cessation services could be offered to improve access. The GPs role extends, often, to the health of the entire family as they may all be registered and attend the same practice. Opportunity may also present itself as GP often consult on patients planning pregnancy, or who have discovered they are pregnant – frequently being the first point of contact prior to antenatal services. The continuity of care offered before, during</p>	<p>Smoking – Worth bearing in mind that midwives tend to be the most common source of information in regard to smoking cessation, so encouragement or onward referral by GPs is necessary.</p> <p>OSP – Due to the risk to the unborn baby of OSP pregnant women, management would remain in specialist care.</p>	<p>Smoking - NICE recommendation is to target women who smoke and who are either pregnant or are planning a pregnancy, and their partners and family members who smoke. PHE data suggests only 4.3% of Haringey mothers smoke at the time of delivery, compared to 5.7% in London and 12.7% in England. (2012/13 data, latest TC profile) However there may be under-reporting, and targeting this remains a local priority.</p>	

	<p>and after pregnancy makes GPs well placed to deliver smoking cessation services, with established links between services focussed on contraception, fertility and ante- and postnatal care.</p> <p>LARC – New mothers are likely to be linked into their local GP service and LARC may be a good option for them, which can be offered and discussed at their 6 week check.</p>			
Marriage and Civil Partnership	N/A	N/A	No discriminating factors anticipated based on marriage / civil partnership in terms of service access.	We expect the impact on this group to be neutral.

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	Negative	Details	None – why?
Sex	N/A	N/A	N/A	N/A
Gender Reassignment	N/A	N/A	N/A	N/A
Age	N/A	N/A	N/A	N/A
Disability	N/A	N/A	N/A	N/A
Race & Ethnicity	N/A	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A	N/A
Religion or Belief (or No Belief)	N/A	N/A	N/A	N/A
Pregnancy & Maternity	N/A	N/A	N/A	N/A

Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))	N/A	N/A	N/A	N/A
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Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<ol style="list-style-type: none"> 1. For all groups with protective characteristics the EQIA has identified gaps in data collection, some groups more than others including disability and sexual orientation. 2. Sex - males generally have lower access rates to GPs in general and also suffer with a higher prevalence of smoking and smoking related illness 3. Gender reassignment – no anticipated or limited literature to suggest that this group is open to discrimination and lack of knowledge when accessing services focussing on smoking cessation or health checks 4. Age – Well defined age group targeted for Health Checks, whereas smoking cessation and LARC needs to remain focused on specific age groups who are less likely to receive the service. Consider joint delivery of smoking cessation and sexual and reproductive health services for young adults 5. Disability – access to home visiting for delivery of services and how far people need to travel and access the services needs to be taken into consideration. Need to consider access to booking and invitations for appointments via a variety of accessible media. 6. Race and ethnicity – Mixed, Black and Chinese ethnicities are significantly less likely to use stop smoking services, with gender disparities in healthcare uptake in general in certain ethnic groups. 7. Sexual orientation – Young lesbian, gay and bisexual (LGB) people are more likely to smoke, start at a younger age and smoke more heavily but more data is needed in regard to access and uptake of these services. 8. Religion and belief – No discriminating factors anticipated based on religious belief in terms of service access, although worth noting that advice and signposting toward services could be delivered within places of worship. 	<p>Stop smoking services</p> <ul style="list-style-type: none"> • Consider concentrating the GP surgeries offering stop smoking services in the deprived wards such as Northumberland Park and Tottenham Hale. • Targeted social marketing campaigns to increase access to the service for men, young smokers, and smokers from black, mixed, Chinese and Turkish ethnicities – highlighting services available at the GP surgery / Wellness Centre. • Adverts for services should reflect the diversity of the population and include imagery relating to the target groups. • Appointing and utilising health champions representative of the population targeted – i.e Black and minority ethnic, male community members to provide advice and support from within GP practices. • Working with local community organisations and faith centres to increase both awareness and access to the services available. <p>Health Checks</p> <ul style="list-style-type: none"> • Focussed effort toward the central and eastern wards in the borough would improve targeted service access. Use of IT systems to invite target cohorts of patients – with increased accessibility of appointments – e.g. some out of hour's slots. • Advertising / information within GP practices, integrated wellness centre and pharmacies. Consideration of drop-in service if feasible, as well as home visit health checks where needed / appropriate. • For both of the above, further data collection to assess impact of disability on accessing services • Having a well located all-purpose practice with a prevention wellbeing focus aimed at all ages and working in a whole family way could be a mechanism for reaching harder to engage residents. • The GP lead and Public Health team can play a role in ensuring that health checks links into other wellbeing services i.e. health trainers, social prescribing <p>LARC</p> <ul style="list-style-type: none"> • Maximise access across Haringey, recognising this is a universal need in women of reproductive age. GPs, however, need to be providing this service regularly to maintain

<p>9. Pregnancy and maternity – relationship with GP and midwives is strong in this group and therefore real opportunities for promotion of LARC and smoking cessation.</p> <p>10. Marriage – no impact anticipated or identified for either of the services in this EqIA.</p>	<p>competency.</p> <ul style="list-style-type: none"> • Ensure the service is advertised to younger females and review access for BME females • Ensure females can access a GP independent of their own GP <p>OSP</p> <ul style="list-style-type: none"> • Greatest need is in the east of the borough, but some access is needed within the west. Recognition that access to an independent GP may be attractive to some is needed. • Ensure that the offer ties in smoking cessation and health checks for older drug users.
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Stage 7 - Consultation and follow up data from actions set above

Data Source (include link where published)	What does this data include?
<p>More than half (53%) of participants would consider using a GP as an alternative to sexual health services. The majority of those surveyed were attending an appointment for contraception.</p>	<p>Health Watch completed a waiting room survey within St Anne's sexual health clinic. A London survey also captured data from Haringey residents using clinics outside of London.</p>

Stage 8 - Final impact analysis

Except for shared care, all of these services need to be targeted to reach at risk groups, which have implications for those with protective characteristics. It will therefore be important to collect data in a timely way to ensure that those most in need are accessing the service and to act rapidly if they are not.

Shared care - there was an excellent response from GPs and the desired number and location of practices was achieved. The GP champion should be used to enhance care of older drug users and to ensure that GPs are linking drug users into health checks and smoking cessation.

LARC - The procurement process was able to achieve an increase in the number of GP practices offering LARC. Ongoing work will be done to ensure that women, especially young women are getting accessing this service in a timely manner.

Health Checks – the response from GPs supported targeted work in the east of Haringey. Although the target is by age it will be important to ensure that those with protective characteristics are not less likely to be offered or receive the service i.e. homeless people without a permanent address. It will be important to ensure that this service is linked into targeted programmes organised by the community provider.

Stop smoking – the procurement was successful in recruiting new GPs onto the scheme. The majority of practices are in the most deprived areas. The GP selected to be the lead will play a strong role in working with the Public Health team to promote the service especially amongst high prevalence groups. Monitoring will need to ensure that practices are employing advisors from BME groups.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.



Report for: Cabinet – 14 February 2017

Item number: 16

Title: Update of the Statement of Community Involvement

Report

authorised by : Lyn Garner – Director of Planning, Regeneration and Development

Lead Officer: Emma Williamson, Assistant Director of Planning, Regeneration and Development/ Clodagh McGuirk, Planning Policy

Ward(s) affected: N/A

Report for Key/

Non Key Decision: Key

1 Describe the issue under consideration

- 1.1 The Statement of Community Involvement (SCI) sets out how the Council's Planning Service will involve local residents, local businesses and other key organisations and stakeholders in the plan-making process and in the determination of planning applications.
- 1.2 Haringey's SCI was initially adopted in 2008, updated with minor amendments in 2011 and now requires a further update to take account of changes in planning legislation and to reflect current practices in community engagement, including greater use of electronic communications such as email and social media.

2 Cabinet member introduction

- 2.1 The Statement of Community Involvement (SCI) sets out how and when the community and other stakeholders will be consulted on the preparation and revision of the Local Plan documents and how the community will be consulted on planning applications. The SCI seeks to ensure the active, meaningful and continued involvement of local communities and stakeholders throughout the process.
- 2.2 Planning shapes the places where people live and work, so it is right that people should be able to take an active part in the process. Community involvement is vitally important to planning. It is also important that the community can be involved from the beginning of the process, identifying issues and debating options from the earliest stages.

- 2.3 We aim to involve the whole community in the planning process to ensure the planning policy framework and the outcomes of planning decisions reflect the aspirations of the widest possible range of people, communities, organisations and businesses.

3 Recommendations

- 3.1 That Cabinet note the outcomes of the consultation of the updated SCI, carried out in 2015;
- 3.2 That Cabinet approve the changes made to the document as a result of the consultation, as well as the factual and legislative changes; and
- 3.3 That Cabinet approves the updated SCI for adoption.

4 Reasons for decision

- 4.1 All local planning authorities are required under section 18(1) of the Planning and Compulsory Purchase Act 2004 to prepare and adopt a Statement of Community Involvement (SCI).
- 4.2 Approval of the SCI will ensure that the Council meets its statutory obligations for engaging with the community and statutory stakeholders in plan making and determining planning applications.

5 Alternative options considered

- 5.1 The Planning and Compulsory Purchase Act 2004 ("the 2004 Act") requires local planning authorities to prepare and adopt a Statement of Community Involvement. As such the option to do nothing is discounted.

6 Background information

- 6.1 Haringey's SCI, initially adopted in 2008, was updated in 2011 with minor amendments, and now requires a further update to take account of changes in planning legislation; to reflect current practices in community engagement, including greater use of electronic communications such as email and social media; and to deliver the Planning Service in a more efficient manner.
- 6.2 The latest legislative changes stem mostly from the enactment of the Localism Act 2011, which amended relevant provisions of the 2004 Act and the Town and Country Planning Act 1990 ("the 1990 Act") relating to public participation. Amongst other things, those amendments are intended to speed up both plan-making and the time taken in determining planning applications. In particular, it aims to simplify the plan-making process by reducing the number of informal consultation stages and reduce the status of certain types of planning documents making them less onerous to produce or update.
- 6.3 In respect of applications for planning permission, section 122 of the Localism Act 2011 inserts sections 61W to 61Y into Part III of the 1990 Act, which impose a requirement in certain circumstances to carry out pre-application consultation.

The new section 61W, requires any person who intends to apply for planning permission for development of a prescribed description first to consult the local community and any specified persons, so that they may collaborate or comment. The prospective developer must have regard to any advice that the local planning authority may have provided. The new section 61X requires the developer to have regard to any comments or responses generated by the consultation undertaken in accordance with section 61W, when deciding whether to make any changes to their proposals before submitting their planning applications. These legislative changes shift the responsibility of publicising certain development proposals from the local planning authority to those who will benefit from a grant of planning permission. The new Section 61Y enables the Secretary of State to set out further provisions as to how the consultation required under section 61W should be undertaken in practice. Amendments to section 62 of the 1990 Act provides that an account of the consultation undertaken in accordance with section 61W must accompany any planning application for development to which the new duty applies, in order to make it valid. Section 5.7 of the draft SCI addresses 'Pre-application Consultation' and, in accordance with national planning policy guidance (NPPF, para. 189), where appropriate, the Council will encourage any applicants who are not already required to do so by law to engage with the local community before submitting their applications (see draft SCI, para. 5.7.2).

- 6.4 In addition, the Localism Act 2011 introduced measures to shift new rights and planning powers to local authorities and local communities. These changes include a duty on all planning bodies to co-operate on cross boundary planning matters in the preparation of local plans, the ability to introduce a levy on development to help pay for local infrastructure, and the ability for local communities to prepare their own plan for their own local neighbourhood area.

Proposed changes to the SCI

- 6.5 In that context, one of the main changes in the updated SCI is that the scope of consultation on planning applications is proposed be changed to be aligned with the statutory requirements set out in the Town and Country Planning (Development Management Procedure) (England) Order 2015 ("the DMPO"). These require either a letter to be sent to neighbours or a site notice to be placed near the site. Specifically, it is proposed that we will no longer send letters to neighbours notifying them of the submission of a planning application but, rather, we will display a site notice at each site. It is clear from the DMPO 2015 that the Secretary of State considers that this approach is adequate to ensure reasonable notice of a planning application is given to those affected by the determination of a planning application. Notification to local community groups and stakeholder groups will also be sent by email only, which is already the method used for the majority of these.
- 6.6 In 2015/16 the Council sent 161,309 letters giving notice of the submission of a planning application. We received 8,405 representations on planning applications, which equates to a 5% response rate. As such the replacement of sending letters with placing site notices at each site is considered to be a more efficient and effective means of publicising planning applications.

- 6.7 We are committed to ensuring that the changes in our consultation methods continue to meet the aims and objectives of ensuring meaningful community engagement. This is detailed in Section 8, paragraphs 8.18 – 8.23 below, and the Equalities Impact Assessment (Appendix C).
- 6.8 In addition to our statutory obligations we are also committed to introducing alternative methods for sending notifications of planning applications and the procedure for making representations (e.g., by email and telephone). To this end the Planning Service is undertaking an update of its database of community contacts with the ultimate aim of linking this to the Council's geographic information system (GIS) and being able to email contacts with planning application notifications in their area. The Council is also centrally updating its database and ultimately it is envisaged that residents and community groups will be able to opt-in to receive notifications of planning applications. The process of updating the database has already resulted in an increase in the number of residents opting to receive information about the planning service. In addition, local residents already have the option to use the 'Notiz' smart phone app to be informed of planning applications in their local area. The Notiz app will be actively marketed on the Planning website and in emails from members of the planning service and at community meetings.
- 6.9 Notification information in emails, website and site notices, and letters (where relevant) will be presented in an easy to read format using plain English, and site notices will be prominently positioned. Members of the public can contact the Planning Customer Care Team or the Planning Policy Team for further information on any current or upcoming consultation, or Planning query.
- 6.10 To ensure that residents are informed of these changes, we will place notices on the Council's website and on planning consultation letters before they are phased out, as well as by email to our database of community contacts. These letters and notices will also promote the Notiz app and encourage local residents and groups to register their interest in receiving notification of planning applications. The change is intended to be implemented on 1 June 2017.

Summary of consultation on the update of the Statement of Community Involvement

- 6.11 The draft SCI Update was the subject of public consultation for eight weeks from 10 August to 2 October 2015. The draft SCI Update, approved for consultation at Cabinet 14 July 2015, set out the purpose for the update, the changes since the previous update, and details of how to respond to the consultation.
- 6.12 The SCI was considered by Regulatory Committee on 2 July when it was proposed to note the draft. The changes to the SCI since the consultation are not considered to be significant and therefore it is not proposed to take the SCI back to Regulatory Committee. The matters that they raised have been addressed.
- 6.13 The aim of the consultation was to seek the views and comments of the public and stakeholders on the proposed updates to enable the preparation of the final version of the document.

- 6.14 The consultation involved press notices, a dedicated webpage on the Haringey website, email and letter notification to the planning consultation database, Twitter campaign, hard copies and relevant information in all public libraries and Civic Centre. In addition, a public consultation event was held on the 14 September 2015 in the Civic Centre.
- 6.15 Public consultation on the document was carried out in accordance with the Council's adopted Statement of Community Involvement (2011). This included:
- Notification by letter/e-mail on 10th August 2015 to over 16,000 individuals and organisations registered on the planning consultation database;
 - Public notice placed in the local newspaper on 14th August 2015;
 - The SCI website was updated to include the relevant information relating to the consultation and the document;
 - Reference copies of the document were made available in all public libraries, at the Civic Centre and Planning Reception at River Park House, and on the Council's website;
 - Tweets from Haringey Twitter account; and
 - A public meeting to discuss the consultation held on 14th September 2015.
- 6.16 There was a relatively low response rate to the consultation, with only eight written responses and seven attendees at the public event.
- 6.17 The written responses came from Historic England, Natural England, Thames Water, Transport for London, Highways England, Kingsley Park Residents Association, Highgate CAAC, and Highgate Society.
- 6.18 The consultation outcomes are set out in detail within the attached Consultation Statement (Appendix A). The main issues raised in the responses related to consultation with the public on planning applications
- 6.19 The main issues raised in relation to the consultation were the need for better communication and feedback. Suggestions were made as how to improve the Council's consultation and engagement methodology, these are set out in the Consultation Statement (Appendix A).
- 6.20 Where appropriate, amendments have been made to the draft SCI Update in response to representations made in response to public consultation, including factual updates, improved referencing and clearer presentation of information.
- 6.21 On 10 December 2015, the Council was given notice of a local resident's intention to apply for permission to bring a claim for judicial review challenging the lawfulness of the public consultation on the SCI Update. The local resident, who had not responded to the consultation, issued a claim for judicial review in January 2016, relying upon two grounds, namely that the public consultation (i) failed to provide sufficient information to enable consultees to make an informed and intelligible response and instead conceals the significance of the changes proposed; and (ii) failed to refer to, explore or explain other options.

- 6.22 The local resident's application for permission to bring his claim for judicial review was refused by way of an Order of the High Court dated 23 February 2016. The Judge's reasons for refusing to grant permission described the Claim as "... *unarguable, misconceived and, if it is appropriate to challenge the form and content of the SCI at this stage, well out of time*". Nevertheless, the local resident has indicated that it is likely that he will mount a further challenge when the revised SCI is adopted by Cabinet. (The Judge's reasons for refusing to grant permission are discussed in further detail within Section 8 (below)).

7 Contribution to strategic outcomes

- 7.1 Planning is integral to our neighbourhoods, and it's important that the local community and businesses become involved at an early stage and throughout the planning process to help inform how Haringey and the places within it might evolve and develop over time.
- 7.2 The planning process, including community involvement, aligns with our Corporate Plan vision and objectives to actively manage and drive growth and development across the borough, specifically:
- **Priority 3 (Clean and Safe Environment)** by ensuring protection of Haringey's natural environment and, where possible, increase and enhance provision, public access and use, where appropriate.
 - **Priority 4 (Growth)** by maximising opportunities for residential and commercial growth and development targeted at areas of the Borough that can accommodate change and have the capacity to do so.
 - **Priority 5 (Housing)** by enabling the delivery of new homes and ensuring such growth and development results in a high quality and attractive residential amenity.

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

Finance and Procurement

- 8.1 There is a Priority 4 saving of £50k to be achieved for 2016/17 which was to be delivered by the cessation of postal letters for planning application notices. This saving will not now be achieved due to the delay in the adoption of the SCI following the failed JR challenge. The full saving is however expected to be achieved for 2017/18 if the SCI is adopted.
- 8.2 The report mentions the possibility of linking the community contacts database with the Council's GIS system. There is no specific funding identified for this project but it is anticipated that capability within existing systems can be maximised within existing resources. Any further upgrade would need to be scoped within any future Council system development plans.

Legal

- 8.3 Section 18(1) of the Planning and Compulsory Purchase Act 2004 ("the 2004 Act"), the local planning authority ("LPA") must prepare and adopt a SCI as part of its local development scheme ("LDS") for its area. The SCI is a local development document ("LDD") (section 18(3)) but must not be specified as a development plan document ("DPD") in the LDS (section 18(3A)).
- 8.4 Pursuant to section 23 (1) of the 2004 Act, the LPA may adopt a LDD as originally prepared, or as modified to take account of (i) any representations made in relation to the document, (ii) any other matter they think is relevant. There is no requirement to submit a LDD to the Secretary of State for independent examination.
- 8.5 The provisions of section 18, requiring the preparation and adoption of a SCI, have been reduced in their scope since the 2004 Act was enacted. Amendments to section 18 made by the Localism Act 2011 abolished the detailed regulation of the SCI and the need for public examination.
- 8.6 As presently enacted, section 18(2) requires a statement of the local planning authority's policy as to the involvement of *"persons who appear to the authority to have an interest in matters relating to development in their area"* in the exercise of the authority's plan-making functions under sections 19, 26 and 28 of the 2004 Act and the determination of planning applications under Part III of the Town and Country Planning Act 1990 Act. The scope of the SCI does not include functions under the 1990 Act relating to neighbourhood development orders (including any function under any of sections 61F to 61H of the 1990 Act).
- 8.7 An application for planning permission must be publicised by the LPA as prescribed by the Article 15 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 ("the DMPO").
- 8.8 Where an application for planning permission: is an environmental impact assessment accompanied by an environmental statement; is not in accordance with development plan policy; or would affect a public right of way (under the Wildlife and Countryside Act 1981) the application must be publicised by giving notice by:
- (a) site display in at least one place near the application site for not less than 21 days; and
 - (b) publication of the notice in a newspaper circulating in the locality.
- 8.9 Where an application for planning permission is for "major development" (e.g. waste development or provision of 10 or more dwellings/site is of 0.5 hectares and not known if providing 10 dwellings or more or provision of building(s) with 1,000 sqm of floorspace or site is of a hectare or more) the application must be publicised by giving notice by:
- (a) site display in at least one place near the application site for not less than 21 days or by serving notice on any adjoining owner or occupier; and
 - (b) publication of the notice in a newspaper circulating in the locality.

- 8.10 Where a planning application is for any other development the application must be publicised by giving notice by site display in at least one place near the application site for not less than 21 days or by serving notice on any adjoining owner or occupier.
- 8.11 Therefore, in publicising any application for planning permission, the Council would be acting lawfully by giving notice by site display in at least one place on or near the application site for a period of not less than 21 days, provided that in cases where an application involves development described within paragraphs 8.7 and 8.8 (above), a notice would also be publicised in a newspaper circulation in the locality.
- 8.12 When refusing the local resident permission to proceed with his judicial review claim challenging the lawfulness of the SCI Update public consultation, the Judge observed that: "Having read and considered the draft SCI, the contention that the Claimant was unable to comprehend its meaning is not credible, and the pre-action protocol letter and Grounds contain other quite unarguable points. The SCI is written in straightforward language. He did not need a document setting out the changes from the 2007 document to be able to grasp it or its contents. ... The claim that there should have been (and was not) a sufficient explanation of the purpose of an SCI, or how it would affect planning decisions in the Borough, when the SCI does exactly that, and at some length, is not arguable."
- 8.13 In response to the judicial review ground of challenge that the public consultation failed to refer to, explore or explain other options, the Judge observed that: "Not all consultations are alike, and it is wrong to seek to apply the template for one (e.g. the CTB consultation in *Moseley*) to all other types of consultation". The reference to '*Moseley*' is the decision of the Supreme Court in *R (Moseley) v London Borough of Haringey* [2014] UKSC 56; [2014] 1 WLR 3947, which concerned a successful legal challenge to the Council's 2012 public consultation on its proposals to replace council tax benefit ("CTB") with a council tax reduction scheme ("CTRS"). In that case, the Supreme Court held that pursuant to the statutory duty to consult on its proposed CTRS, with which the general public could not be expected to be familiar, the consultation document itself should have contained a brief outline of the alternative options and the reasons for their rejection.
- 8.14 The Judge's reasons for refusing permission to bring the judicial review claim were made in the context of the Council's Summary Grounds for Resisting the Claim, which included the submission that although it is well established that the needs of fairness will sometimes include a requirement to address alternatives, much will depend upon the circumstance's and context of the consultation, but that in the present case, it was not necessary to consider alternatives in the prescriptive manner asserted in the judicial review claim.
- 8.15 Moreover, the information provided in the SCI update consultation documents was sufficient and there is no sound basis for contending that consultees were in any sense misled into believing that there was no alternative but to agree to the SCI. To the contrary, the consultation documents specifically asked consultees to suggest alternatives for the Council to consider and, as a matter

of fact, the Council's Cabinet considered the alternative of not making the proposed changes to the adopted SCI when it approved the draft SCI on 14 July 2015, which, for the reasons explained in the Cabinet report prepared by officers, was not considered to be a reasonable alternative.

- 8.16 In accordance with section 9D of the Local Government Act 2000 (as amended) and the provisions of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended), the decision to approve and adopt the updated SCI is a function that must be discharged by the Council's executive (i.e., Cabinet).
- 8.17 In addition to this section, further legal comments are included within the text of this report.

Equality

- 8.18 The Council is subject to the Public Sector Equality Duty under the Equality Act 2010 to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - advance equality of opportunity between people who share those protected characteristics and people who do not;
 - foster good relations between people who share those characteristics and people who do not
- 8.19 An equality impact assessment (EqIA) (attached in Appendix C) has been undertaken to assess how the proposed changes to the Statement of Community Involvement (SCI) will impact upon different groups, including those with protected characteristics.
- 8.20 The EqIA finds that most residents are digitally active and should therefore be able to switch to receiving email and phone notifications on planning applications as an alternative to the current system of sending letters in the post. The EqIA does however highlight risks that small minorities of residents (including those with visual impairments, limited mobility, not digitally enabled or those with limited English) may have difficulty accessing site, email or phone planning notifications if reasonable adjustments are not made. We will therefore ensure that future planning notifications are presented in an easy to read format using plain English, and that the physical site notifications are always displayed prominently.
- 8.21 To ensure that residents are informed of the upcoming changes we will place notices on Haringey Council's website and on planning consultation letters before they are phased out, as well as by email to our database of community contacts.

- 8.22 To ensure that the Development Management Forums ensure every opportunity for people to access the consultation events, the format of the meetings will be required to meet the standards set out in the Council's Planning Protocol 2016. This includes ensuring that the forums are hosted at venues and times of the day most accessible for residents.
- 8.23 The SCI will be monitored on a regular basis, including the ongoing strength of engagement with different groups of residents. This will ensure that we identify and make any necessary changes and further develop publicity methods to address any identified gaps in access to notifications.

9 Use of Appendices

- Appendix A: Statement of Community Involvement Consultation Statement
- Appendix B: Statement of Community Involvement 2017
- Appendix C: SCI Equalities Impact Assessment (EqIA)

10 Local Government (Access to Information) Act 1985

- Haringey Statement of Community Involvement (2011)
- Planning and Compulsory Purchase Act 2004 (as amended)
- Town and Country Planning Act 1990 (as amended)
- Localism Act (2011)
- Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended)
- National Planning Policy Framework (2012)
- National Planning Policy Guidance

London Borough of Haringey

Haringey's Statement of Community Involvement consultation Aug-Oct 2015:

Statement of Community Involvement

Regulation 22(1)(c) Consultation Statement

November 2015

Statement of Community Involvement Consultation Statement

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1. Introduction

The Consultation

- 1.1 Consultation on the update of the Statement of Community Involvement (SCI) took place for eight weeks from 10th August to 2nd October 2015. The consultation document set out the purpose for the update, the changes since the previous update, and details of how to respond to the consultation.
- 1.2 The consultation was undertaken in accordance with the Council's adopted SCI and in line with the Town and Country Planning (Local Planning)(England) Regulations 2012. These regulations required the Council to produce a statement (the 'Consultation Statement') setting out the consultation undertaken in the course of preparing the document, a summary of the main issues raised at consultation, and to detail how the Council took account of the comments received in preparing the final version of the document.

This document

- 1.3 The details of the consultation undertaken are included in the next section, which includes reference to the consultation documentation, who was contacted, and a summary of responses received.

Purpose and next steps

- 1.4 The purpose of the consultation was to seek the views of those who work and live in the borough and any other interested parties in relation to the SCI and how the Council consults on planning issues.
- 1.5 The update of the SCI will be presented to Cabinet and Full Council in June 2016 for approval to be adopted.

2. Summary of consultation on the update of the Statement of Community Involvement

- 2.1 The aim of the consultation was to seek the views and comments of the public and stakeholders on the proposed updates to enable the preparation of the final version of the document.
- 2.2 The consultation involved press notices, webpage updates, email and letter notification to the Planning Policy consultation database, Twitter campaign, hard copies and relevant information in all public libraries and Civic Centre. In addition, a public consultation event was held on the 14th September in the Civic Centre.
- 2.3 Public consultation on the document was carried out in accordance with the Council's adopted Statement of Community Involvement (2011). This included:

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- Notification by letter/e-mail on 10th August 2015 to over 16,000 individuals and organisations registered on the planning consultation database;
- Public notice placed in the local newspaper on 14th August;
- The SCI website was updated to include the relevant information relating to the consultation and the document;
- Reference copies of the document were made available in all public libraries, at the Civic Centre and Planning Reception at River Park House, and on the Council's website;
- Tweets from Haringey Twitter account; and
- A public meeting to discuss the consultation held on 14th September 2015.

- 2.4 There was a relatively low response rate to the consultation, with only eight written responses accounting for 29 individual comments, and seven attendees at the public event.
- 2.5 The written responses came from Historic England, Natural England, Thames Water, Transport for London, Highways England, Kingsley Park Residents Association, Highgate CAAC, and Highgate Society.
- 2.6 The comments received were a mix of support, factual corrections and suggestions of significant changes.
- 2.7 In response to the factual corrections, these amendments have been made to the document, including improved referencing to relevant documents and guidance.
- 2.8 The comments and Council responses are set out in Section 3 below. The issues raised related mainly to consultation with the public and statutory consultees on planning applications.
- 2.9 At the public meeting the main issue raised related to the need for better communication and feedback. Suggestions were made as how to improve the Council's methodology. Details of the comments made during that meeting are set out in the next section.
- 2.10 A challenge to the consultation was received on the 23rd October 2015 from a local resident. The basis of the challenge was founded on the alleged failure to adequately set out the changes that the Council made to the existing SCI and to outline the alternative options that were considered. A Judicial Review challenge to the consultation was received on the 23rd October 2015 from a local resident, who had not responded to the consultation. The basis of the challenge was founded on the alleged failure to adequately set out the changes that the Council made to the existing SCI and to outline the alternative options that were considered. The Judicial Review was dismissed however the resident has indicated that it is likely that he will mount a further challenge when the revised SCI is adopted by Cabinet. Counsel is instructed to advise.

3. Summary of Issues Raised During the Consultation

3.1 The following section sets out the responses received during the consultation, from both written representations and the public meeting.

3.2 Where relevant, amendments have been made to the document in response to the comments received.

Respondent name	Summary of Response	Council Response
Historic England	Section 5.2 of the SCI refers to consultations within the local plan making process. We note that Historic England is included within the Duty to Co-operate bodies in para 5.1.2, and the Specific Consultation Bodies in para 5.1.3, and welcome this clarity.	Noted. We welcome support of these sections.
Historic England	Sections 5.5 to 5.14 refer to consultation on planning applications, including pre-application advice. Historic England is a statutory consultee for certain types of planning applications. Details of when Historic England should be consulted can be found in the Planning Policy Guidance	Noted. Reference to PPG added.
Historic England	We encourage applicants to engage us in pre-application discussions to enable schemes to be designed to integrate historic environment issues from the outset.	Pre-application discussions will involve the Council's own Conservation team where appropriate, to ensure historic environment issues are incorporated into proposals from the outset. Where appropriate applicants will be encouraged to contact Historic England direct.
Historic England	It would be suitable to refer in the SCI to statutory consultees for planning applications, and to provide a list as an appendix.	Link to statutory consultees list in PPG added.
Historic England	With regard to Neighbourhood Plans, Historic England is keen to see consideration of the historic environment encompassed, as appropriate, from the outset. Although the Council's conservation staff may be best placed to respond to these initiatives, Historic England is keen to provide	Neighbourhood Forums will be advised to consult Historic England at each statutory consultation of emerging neighbourhood plans. Where appropriate, the Council will

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	input in cases where there are significant heritage issues to be considered. Consequently, we would wish to be advised at the various stages of preparation.	advise neighbourhood forums to engage with HE in the development of their plans. Additional detail on the role of the Council in neighbourhood planning (duty to advise and assist) will be included in Section 6.
Kingsley Park Residents Association	In the past KPRA have commented on the form and content of your weekly lists of planning applications. So far you have been unable to accommodate the various constructive suggestions we have made. Perhaps these might now be reviewed as part of your present consultation exercise. Our past ideas have included a cumulative (ie annual) list of applications in addition to the routine weekly lists. Given your no doubt greatly enhanced computer skills and capacity, you might also like to provide a graphical output record of past applications (on an OS base) so that area-based searches might more easily be made. Another useful feature might be the inclusion of the decisions made against individual applications to show the actual determination of these, whether by Haringey or on appeal. This information is readily available from many other London (and other) LPAs so I imagine that the necessary software is now freely available.	Unfortunately our current system does not allow us to provide output records on an OS base. We are currently considering the procurement of a new system and will endeavour to provide an enhanced level of information as part of the upgrade. Decisions against individual applications are included on our current website including appeal decisions.
Highgate CAAC	Highgate CAAC feels that in paragraph 5.12.3 the number of representations allowed from objectors at the planning Committee when a grant of permission is recommended is too few; a complex scheme may cause problems for a much larger number of different local community organisations. 4-6 would be more equitable. Equally the time allowed (3 minutes per objector) is too short. Five minutes per objector would permit a reasonable case to be made. AS it is local objectors feel that they have been treated unfairly creating a feeling of resentment and accusations of bias by the Council.	As set out in the protocol the number of speakers will usually be limited to two speaking in favour of the application and two speaking against the application, with a time limit of three minutes for each speaker: i.e. a maximum of six minutes. However at the Chair's discretion the number of speakers and the time allowed may be increased for larger, more complex or controversial cases. Section 5.12 of the SCI has been amended to provide this clarity.
Highways England	We do not have any comments at this time.	Noted.
TFL	Overall we welcome the updated guidance and have no major concerns regarding its content. Our only major comment would be around Section	Noted. TFL added to list in paragraph 5.1.3

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	5.1.3 as to whether Transport for London should be included within the Specific Consultation Bodies section, given similar organisations such as Mayor of London, Network Rail and Highways England have been included. We would therefore expect to be included within this list.	
Natural England	We are supportive of the principle of meaningful and early engagement of the general community, community organisations and statutory bodies in local planning matters, both in terms of shaping policy and participating in the process of determining planning applications.	The Council welcomes this support.
Thames Water	Thames Water are specifically identified as a specific consultation body at paragraph 5.1.3 of the SCI which is welcomed.	The Council welcomes this support.
Thames Water	When carrying out the necessary early consultations with Thames Water regarding the capacity of water supply and sewerage systems in accordance with the Regulations, adequate time should be allowed for Thames Water to consider development options and proposals so that an informed response can be formulated. It is not always possible to provide detailed responses within a matter of weeks for example, the modelling of water and sewerage infrastructure systems will be important to many consultation responses and this can take a long time to carry out (for example modelling of sewerage systems can be dependant on waiting for storm periods when the sewers are at peak flows).	As set out in the PPG, a statutory consultee is required to respond to a consultation within 21 days. The 21 day period begins when the statutory consultee has all the required information in order to provide a substantive response. It is the responsibility of the statutory consultee to inform the LPA without delay if they require additional information and that they have procedures in place to enable this to occur as soon as possible after they receive a consultation. Where a statutory consultee requests additional information it needs to set out clearly and precisely what the additional information is, and the reasons why it is required.
Thames Water	Thames Water also have to consult with the Environment Agency to obtain a clear picture as to possible water abstraction and waste water discharge consent limits prior to undertaking modelling from a treatment perspective. This process itself can take a considerable period of time especially if it depends on the EA undertaking its own evaluation exercise. Therefore,	As set out in the PPG, a statutory consultee is required to respond to a consultation within 21 days. The 21 day period begins when the statutory consultee has all the required information in order to provide a substantive response. It is the responsibility of the statutory consultee to inform the LPA without delay if they require additional

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		information and that they have procedures in place to enable this to occur as soon as possible after they receive a consultation. Where a statutory consultee requests additional information it needs to set out clearly and precisely what the additional information is, and the reasons why it is required.
Thames Water	Realistic consultation periods with water and sewerage undertakers will need to be taken account of in the preparation of the Local Plan.	TW will be consulted on each stage of the preparation of the Council's Local Plans. In addition, the Council will carry out ongoing dialogue with TW and other relevant bodies to address specific local and wider issues and to develop the most appropriate strategy to be included in the local plan.
Thames Water	It will be similarly important that Thames Water are consulted early regarding Neighbourhood Plans and their impact on water supply and sewerage capacity.	TW will be consulted at each statutory consultation of emerging neighbourhood plans. Where appropriate, the Council will advise neighbourhood forums to engage with TW in the development of their plans. Additional detail on the role of the Council in neighbourhood planning (duty to support) will be included in Section 6.
Thames Water	In relation to consultation on Planning Applications, Thames Water would expect to be consulted on most major planning applications. The adequacy of infrastructure can be a material consideration in deciding whether permission should be granted.	We will include Thames Water on the list of consultees for all major planning applications.
Thames Water	Thames Water published and circulated in April 2015 to all Local Planning Authorities in their area a "Water Services Infrastructure Guide for LPAs on Planning Application & Development Plan Consultation with Thames Water Utilities as Statutory Water and Sewerage Undertaker". This will be of assistance when determining which planning applications to consult Thames Water on.	We will take account of guidance issued by any statutory consultees.
Highgate	Public Consultation places a legal duty upon an LPA; Community	The Council is required to prepare and

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Society	Involvement does not. Therefore this document carries little weight. Planning is such an important process which affects many people's lives, it must be subject to conscientious scrutiny and public consultation.	maintain a SCI under section 18 of the Planning and Compulsory Purchase Act 2004. The terms 'consultation' and 'involvement' are used interchangeably.
Highgate Society	There are two areas where there is a lack of transparency: pre application meetings; and viability statements. Both are confidential. Although reports of pre-application meetings have to be submitted with the planning application that is too late. By the time the application is made, issues such as bulk and provision of affordable housing have been agreed. The Community is excluded at this crucial stage.	Pre-application advice is an opportunity for applicants to verify the list of local requirements; reduce the likelihood of submitting an invalid application; and understand how planning policies and other requirements affect their proposals. The level of preparation for a pre-app meeting depends on the proposal and so it is not deemed suitable to invite members of the community to comment at this early stage. The SCI sets out the Council's recommendation for applicants of major schemes to undertake early community involvement before applying for planning permission. This is the best opportunity for members of the community to comment on proposals at an early stage. For the larger and/or controversial schemes a Development Management Forum is generally held at the pre-application stage and this provides an opportunity for local residents to raise issues about proposals. In addition the establishment in 2014 of briefings of major applications to Planning Sub Committee at the pre-application stage provides another opportunity for residents to hear about proposals at an early stage.
Highgate Society	Viability statements are becoming notorious, colloquially described as 'the dark arts'. The versions the public sees are so heavily redacted that they cannot be followed. Their form allows for sleight of hand to put a case for, in most cases, not providing affordable housing or meeting	Although much of our current viability approach follows Islington's we are signing up to the Borough-wide viability protocol which follows the Islington format. No

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	other planning obligations. Islington Council is developing a format for viability statements which would, hopefully, eliminate the possibility of misrepresenting calculations. Haringey should include an appropriate format for viability statements which is fair and reasonable. The information must be in the public domain.	changes are required to the SCI on this matter.
Highgate Society	Whilst we welcome this innovation, it does not reflect the thrust of the Statement of Community Involvement's message. Planning Officers and the developer are allowed to present the scheme to The Planning Sub-Committee but local people are not allowed to make representations. This is an imbalance at the crucial early stage. The introduction of Pre-Application presentations recognises that comments at an early stage can be significant and helpful. We strongly consider that neighbours' and local should be able to express their opinions at the Pre-application meetings.	In accordance with the agreed Planning Protocol 2016 there is currently no speaking provision at the pre-application briefings to Planning Sub Committee. However as set out above all those applications will have been first presented at a development management forum which will have afforded the opportunity for local residents to express their views.
Highgate Society	Local amenity societies' and residents' comments at Community Involvement presentations are inevitably not thoroughly thought through. Their responses may be relied upon but further comments and objections are more than likely to arise. The developer is given the impression that by following the process as set out, that will enable them to proceed with or amend the design with confidence. Later comments from the Community must be given as much weight as early comments, indeed, their views may have radically changed.	The SCI sets out the minimum expected requirements for a developer to undertake when carrying out public consultation. This includes public notices, letters and emails, information leaflets and public meetings. These methods offer various opportunities for the community to be informed about the scheme to submit comments. For major schemes the Council will also arrange development management forum.. Comments received at any point throughout the consultation period and by any medium will have equal weight. When an application is submitted a further period is available for comments and these are taken into account in the recommendation and determination of any applications.
Highgate Society	There is confusion in para. 5.7.1 about process: ' <i>(b) Whilst applicants carry out the community involvement activity, Council officers will recommend suitable community involvement methods...</i> ' This might	5.7.1(b) deleted - repetition of (a)

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	benefit from some re-wording.	
Highgate Society	Clause 5.10 : the NPPF places a duty to cooperate on LPAs but this does not amount to negotiation. It is the Planning Sub-Committee that makes the decision. The suggestion that negotiation takes place could lead to legal difficulties, particularly at Appeals and Judicial Reviews.	Negotiations with applicants are an integral part of the pre-, and planning application process. The duty to cooperate as set out in the NPPF, relates to strategic planning issues that cross administrative boundaries, and not individual planning applications. No change.
Highgate Society	We are concerned that you will not consult on tree and advertisement applications. Our area is almost entirely within the Highgate Conservation Area. An application for the removal of a tree recently went to Appeal where we made representations and the Appeal was dismissed by the Inspector. Advertisements have a large impact on the street scene, for example the one in Archway Road at the junction with Winchester Road about which our Community expressed considerable concern	Permissions for trees and advertisement are regulated at a national level. All applications are placed on the weekly list on the Council's website but additional notification on individual tree and advertisement applications is not considered to add sufficient added value to outweigh the cost/resource implications. Applications will be determined against local and national policy.
Highgate Society	We mention this because we find that some applications are incomplete or incomprehensible and should not have been validated. This duty towards good Community Involvement and Public Consultation rests with Haringey and not the applicants. Applications should require full information about the context of the application, including on the drawings : <ul style="list-style-type: none"> - full information about adjoining buildings - full information about any trees on adjoining land · full information about ground levels · photographs to show the context in relation to surrounding properties · photographs to show the context in relation to Conservation Areas 	The requirements for the submission of a valid application are set out at a national and local level. The Council's validation check list clearly sets out the comprehensive list of requirements used to decide whether an application is valid..
Highgate Society	It will inevitably be the case that applicants will choose photographs which support to their application. Therefore photographs and all other visual material need to be carefully checked to ensure their relevance to ensure the public can genuinely consulted. The scrutiny at validation is a	Validation is an integral part of the planning application process and is taken very seriously in Haringey. Site visits are carried out for such applications.

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	very important part of conscientiously considering applications. As an example, the planning application to remove the ancient tree in a back garden and which recently went to Appeal only came to our notice because the owner of the tree came to our planning surgery. The historical importance of that tree was not evident from the application	
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1.1 The main issues raised at the public meeting on the 14th September 2015 are set out below:

Comment	Council Response
There is limited internet access across the borough, especially in the East, so the Council might provide more hard copies of documents	Hard copies of planning policy consultation documents are made available in all public libraries and Council offices. Due to the expense of printing large documents the Council cannot provide multiple hard copies. Members of the community are asked to view the document in libraries and contact the Planning department for further information or support if needed. Notification of planning policy consultations are distributed through letters and press notices. The Council is continually expanding their consultation database in order to be able to notify residents directly about planning policy consultations.
Ensure public meetings are at appropriate times and locations to suit different members of the community; e.g. older people and young people.	This is a helpful point. The Council will aim to set public meetings and events to accommodate as many people as possible. In addition, the Council will attend residents' meetings, youth groups, and other events in order to consult with a wide and representative section of the community.
The importance of engaging with the local community to gain local knowledge.	The Council values the community's input into planning issues and will always aim to engage with them to gain local knowledge. In relation to consultation on planning applications carried out by developers the Council will expect them to consult local communities at an early stage in line with the methods set out in the SCI.
Ensure engagement of all age groups and cultures.	In addition to statutory consultation requirements the Council will aim to engage with all of Haringey's diverse communities. The methods employed for engaging will depend on the type of consultation and the needs of the specific community. Section 4 of the document sets out how planning aims to engage with Haringey's diverse community.
Consult local residents through local Councillors.	Councillors are notified about all Planning Policy consultations and receive weekly planning applications lists. It is beyond the remit of the Planning department to influence what the Councillors discuss with their local residents however the Council would encourage Councillors and

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	residents to discuss Planning issues in their area.
There was concern expressed that the community felt they were not being listened to when they do engage, and it was suggested that the Council should provide reassurance as to how comments on taking on board and implemented.	The Consultation Statement prepared for each policy document sets out the outcomes of Planning policy consultations, summarising the comments received and how they were implemented. This can be accessed online when the document is submitted to the Planning Inspector. Comments on planning applications are considered as part of the overall assessment of the proposal and the Officers report sets out how these comments are incorporated into the decision.
Document is vague, more detail needed	The update of the SCI aims to be a clear document which can be easily understood by the community, developers and officers. The SCI webpage will provide greater detail and link to other relevant websites and documents, and can be easily updated to keep abreast of changes in planning system. This will be explained more clearly in the introduction of the document.
Think about how to distribute documents and information more widely – suggestion through residents' association mailing list.	Residents' associations are notified directly of all planning policy consultations, and notification of the weekly planning lists is sent to those who have requested to be included. The Council can only suggest that residents' associations distribute this information to their members but cannot control who the information is sent to or what information is sent. The Council is always available to attend residents' associations meetings to discuss consultation issues.
Providing appropriate amounts of information – too much can be off putting for consultees. Provide a summary of the draft documents highlighting the main issues with links to the full document.	The Council will always aim to make consultation clear and accessible. Where appropriate the Council will provide summary documents as part of the consultation material.
Make use of community groups and events to engage	This is a method that the Council regularly makes use of when and where appropriate to the consultation. This is set out in Appendix 2 of the document.
Provide clear information about how people can access documents in different languages and formats.	The Council will aim to include translation panels on all consultation documents. The contact details of the planning policy team and development management team are provided on consultation documents and online to allow residents to contact the relevant team for further information including request for different formats.

Appendix A Notification Material

1. Press Notice – Haringey Independent 14th August 2015

Haringey Local Plan: Updated Statement of Community Involvement (SCI)

Consultation 10th August – 2nd October 2015

Haringey is consulting on its updated Statement of Community Involvement (SCI).

The SCI is being updated as a result of legislative changes to the planning system which set out new requirements for local planning authorities

This consultation is being carried out in accordance with the requirement set out in the Planning and Compulsory Purchase Act 2004, the Planning Act 2008 and the Localism Act 2011.

The updated SCI is available to view at the Planning Policy Office (6th Floor, River Park House, N22 8HQ) the Civic Centre (High Road, Wood Green, N22 8LE), in all local libraries and online at <http://www.haringey.gov.uk/sci>

Responses should be made by email to ldf@haringey.gov.uk or in writing to Planning Policy, 6th Floor, River Park House, Wood Green, N22 8HQ. Responses should be received by **5pm Friday 2nd October 2015**.

For further details please contact the Planning Policy Team on 020 8489 1479 or email ldf@haringey.gov.uk.

2. Letter of Notification to Consultation

Date:

Contact: Planning Policy Team

Direct dial: 020 8489 1479

Email: ldf@haringey.gov.uk

Dear Sir/ Madam,

Consultation on the updated Statement of Community Involvement

Haringey Council has released an updated Statement of Community Involvement (SCI) for consultation.

I am writing to you because you are on the council's Local Plan consultation database and I would like your views on how we engage communities in planning processes.

What is the Statement of Community Involvement?

As a local planning authority, the council is required to publish a Statement of Community Involvement (SCI) explaining how we will involve the community in the planning process.

The SCI sets out how council will involve the community in planning processes such as plan making and planning applications. It outlines key principles which the council will apply when undertaking consultation and identifies specific ways of engaging traditionally hard to reach groups. It also outlines when and how the community will be consulted including specific methods of consultation.

The council needs to comply with the SCI when it consults on planning applications or changes to planning policy documents and for the development of the consultation process and applying best practice.

Why are we consulting?

All local planning authorities are required to have an up to date SCI. Haringey's SCI was initially adopted in 2008. It was updated in 2011 and is being updated again as a result of legislative changes to the planning system which set out new requirements for local councils.

The main effects of these changes include:

- changes to planning terminology, including the re-introduction of the concept of Local Plans (previously known as the 'Local development Framework');
- a move from development 'control' to 'management' in the planning application process;
- the introduction of neighbourhood planning and neighbourhood plans;
- the Duty to Cooperate; and
- the introduction of the Community Infrastructure Levy.

The council is seeking your views on the changes.

Statement of Community Involvement Consultation Statement

How to get involved?

The consultation on the updated SCI will be open for eight weeks -

Monday 10th August to Friday 2nd October 2015 (closing at 5pm)

During the consultation period, the updated SCI will be available:

- online at www.haringey.gov.uk/SCI; and
- Paper versions available in libraries and at Council offices.

The council is holding a community workshop in September to give people a chance to learn more about the SCI and to talk to staff.

Date	Time	Venue
Monday 14 September	6.30 – 8 pm	Civic centre, High Road, London, N22 8LE

We are asking people to register for the workshop to ensure that there are enough facilitators to help run the session. Please register by emailing ldf@haringey.gov.uk or by calling the planning policy team on 020 8489 1479.

To comment on the SCI you can send your comments to Council by email or post.

- Email: ldf@haringey.gov.uk
- Post: Planning policy
River Park House

225 High Road

Wood Green N22 8HQ

What happens next?

Following the close of consultation, we will collate, analyse and provide a summary of the consultation findings before reporting on the results of the consultation immediately after. The council is aiming to adopt the updated SCI later this year.

Thank you for taking the time to participate. We look forward to receiving your comments on the updated SCI.

Yours faithfully

Stephen Kelly

Assistant Director – Planning

Statement of Community Involvement Consultation Statement

Statement of Representation Procedure

Title of Document:

Updated Statement of Community Involvement (SCI) (August 2015)

Geographical coverage and subject matter of the SCI:

The SCI sets out who, how and when Haringey Council will engage on:

- Plan Making (planning policy documents, such as Local Plans, Supplementary Planning Documents, Neighbourhood Plan and Community Infrastructure Levy)
- Development Management (decision taking on Planning applications)

The existing SCI has become outdated, and is being revised to comply with new legislation (introduced through the Localism Act 2011 and new regulations)

Purpose of the consultation:

The purpose of the consultation is to seek the views of those who work and live in Haringey and any other interested parties on the content of the revised SCI.

Period of representations:

The Council is running an 8 week consultation from **Monday 10th August 2015 until 5pm on Friday 2nd October 2015.**

How to respond:

Representations can be made on any aspect of the revised SCI, within the consultation period set out above using any of the following means:

Statement of Community Involvement Consultation Statement

To comment on the SCI you can send your comments to Council by email or post.

- Email: ldf@haringey.gov.uk
- Post: Planning policy
River Park House

225 High Road

Wood Green N22 8HQ

Inspection:

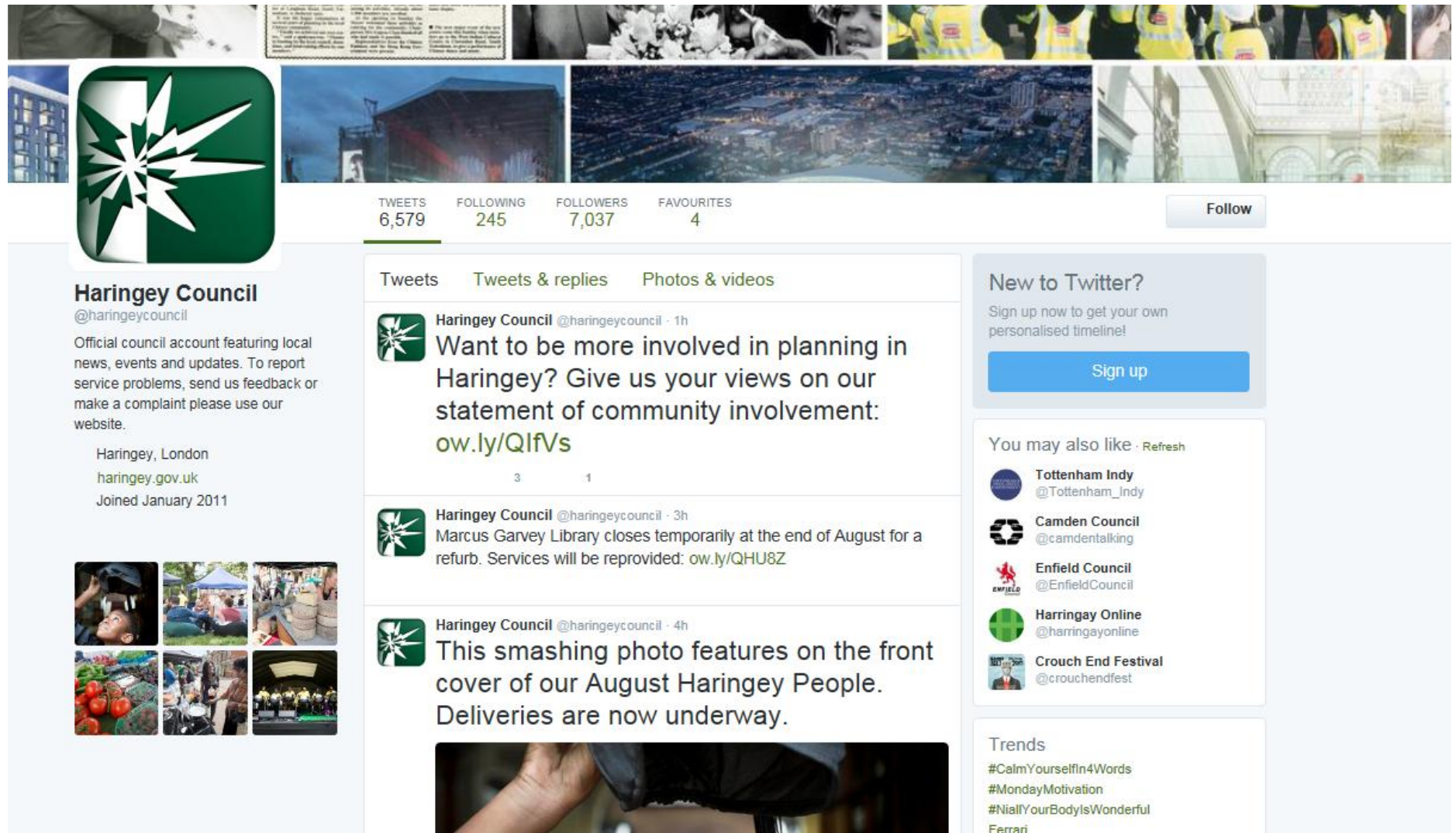
The Updated Statement of Community Involvement is available for inspection:

- online at www.haringey.gov.uk/SCI; and
- Paper versions are available -
 - In all Haringey libraries; and
 - At the Council offices - River Park House, 225 High Road, Wood Green, N22 8HQ and the Civic Centre, High Road, Wood Green N22 8LE

If you require further information on the updated SCI please contact the Haringey Planning Policy Team on 0208 489 1479 or ldf@haringey.gov.uk

Statement of Community Involvement Consultation Statement

3. Tweet from Haringey Twitter account



The screenshot shows the Twitter profile of Haringey Council (@haringeycouncil). The profile header includes a banner image with various local scenes and the council's logo, a green square with a white starburst. Below the header, statistics show 6,579 tweets, 245 following, 7,037 followers, and 4 favourites. A 'Follow' button is present.

The bio states: "Official council account featuring local news, events and updates. To report service problems, send us feedback or make a complaint please use our website." Location is "Haringey, London" and the website is "haringey.gov.uk". It was joined in January 2011.

Recent tweets include:

- A tweet asking for community involvement in planning, with a link to ow.ly/QIfVs.
- A tweet about Marcus Garvey Library closing temporarily for refurbishment at the end of August, with a link to ow.ly/QHU8Z.
- A tweet about a "smashing photo" featured on the front cover of the August Haringey People magazine, with deliveries underway.

On the right sidebar, there is a "New to Twitter?" section with a "Sign up" button, and a "You may also like" section listing local accounts like Tottenham Indy, Camden Council, Enfield Council, Haringay Online, and Crouch End Festival. A "Trends" section at the bottom lists hashtags like #CalmYourselfIn4Words, #MondayMotivation, and #NiallYourBodyIsWonderful.

STATEMENT OF COMMUNITY INVOLVEMENT

2017

Contents

1. Introduction
2. The Planning Process
3. Consultation Principles
4. About Haringey
5. How We Will Consult
6. Localism and Neighbourhood Plans
7. Reviewing the Statement of Community Involvement
- Appendix 1: Community Involvement Methods
- Appendix 2: Potential Methods for Community Involvement
- Appendix 3: Consultation Policy - neighbour notification

1. INTRODUCTION

1.1 What is the Statement of Community Involvement (SCI)?

- 1.1.1 The Statement of Community Involvement (SCI) sets out how Haringey Council's Planning Service will involve local residents, local businesses and other key organisations and stakeholders in the plan-making process and in the determination of planning applications.
- 1.1.2 All local planning authorities are required under section 18(1) of the Planning and Compulsory Purchase Act 2004 to prepare and maintain a SCI.

1.2 Why is community involvement in Planning important?

- 1.2.1 From shops, services, transport infrastructure and parks we use, to the businesses where we work and the homes we live in, are all the result of planning policies and decisions. Planning is therefore integral to our neighbourhoods, and it's important that the local community and businesses become involved at an early stage and throughout the planning process to help inform how Haringey and the places within it might evolve and develop over time.
- 1.2.2 This statement demonstrates the ways that the Planning Service will engage with the community and businesses, in both the plan-making process and in decisions on planning applications. It also provides an explanation of the planning process and what happens if you decide to become involved in the process. In addition, the statement provides a benchmark against which compliance on planning consultations will be measured.

1.3 Review of the SCI

- 1.3.1 Haringey's SCI was first adopted in 2008. It was subsequently updated in 2011 and now requires a further update to take account of changes in planning legislation and to reflect current practices in community engagement, including greater use of electronic communications such as email and social media.
- 1.3.2 The legislative changes stem mostly from the introduction of the Localism Act in late 2011, which sought to speed up both plan-making and the time taken to determine planning applications. In particular, it aims to simplify the plan-making process by reducing the number of informal consultation stages and reduced the status of certain types of planning documents making them less onerous to produce or update.
- 1.3.3 At the same time, the Localism Act introduced measures to shift new rights and planning powers to local authorities and local communities. These changes included a new duty on all planning bodies to cooperate on cross boundary planning matters, the ability to introduce a levy on development to help pay for local infrastructure, and the ability for local communities to prepare their own plan for their local 'neighbourhood area'.

- 1.3.4 As the Council's budgets become tighter, we are required to find more cost effective ways of engaging the community while ensuring fair, inclusive and thorough consultation.



2. THE PLANNING PROCESS

2.1 The Plan-Making Process – Haringey’s Local Plan

- 2.1.1 The Local Plan is made up of a suite of ‘Development Plan Documents’ (DPDs). Planning decisions must be made in accordance with policies contained within these DPDs, unless material considerations indicate otherwise. Material considerations could include matters such as impact on residential amenity or design.
- 2.1.2 The Local Plan has a 15 year timeframe and comprises a strategic vision and objectives that set out the Council’s and community’s aspirations for Haringey’s future. It includes:
- strategic policies setting out where growth will occur, and how the environment, open spaces and historic assets will be managed;
 - detailed development management policies, which give specific guidance on all development issues such as design standards and town centre management;
 - site allocations, which allocate strategic sites to help deliver the growth set out in the strategic policies; and
 - mechanisms for delivery and monitoring, to ensure that the plans are being implemented and are effective in managing growth and development.

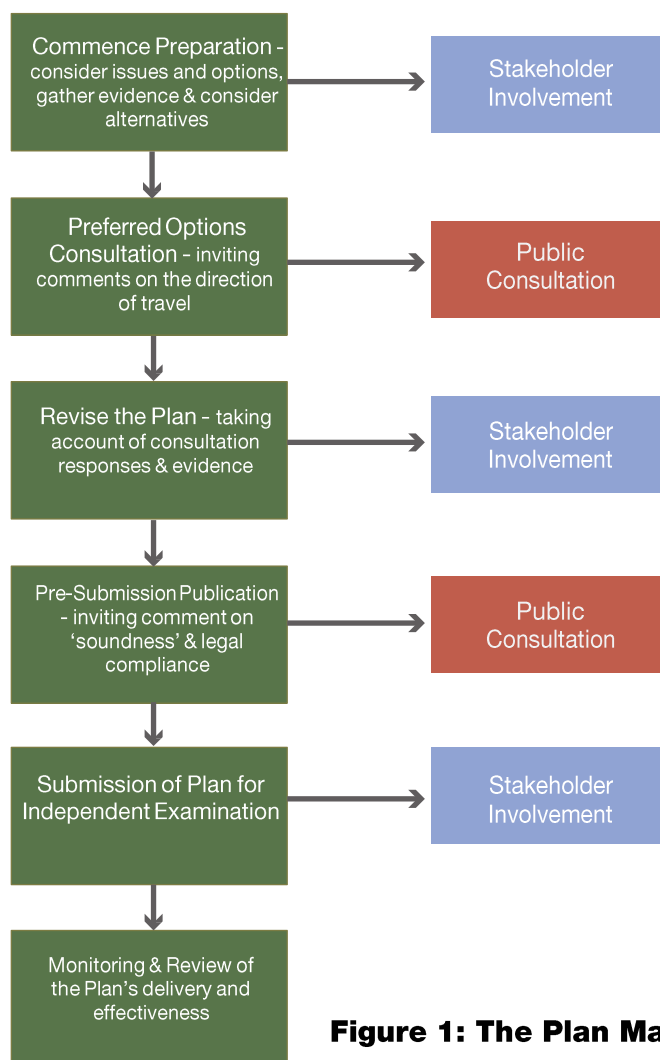


Figure 1: The Plan Making Process

Viewing the Local Plan

All Local Plan documents can be downloaded free of charge at www.haringey.gov.uk/localplan. They are also available to view at the offices of the Planning Service (River Park House, 225 High Road, Wood Green N22 8HQ). Printed copies of the documents may be purchased from the Council on request; for details of charges please e-mail localplan@haringey.gov.uk.

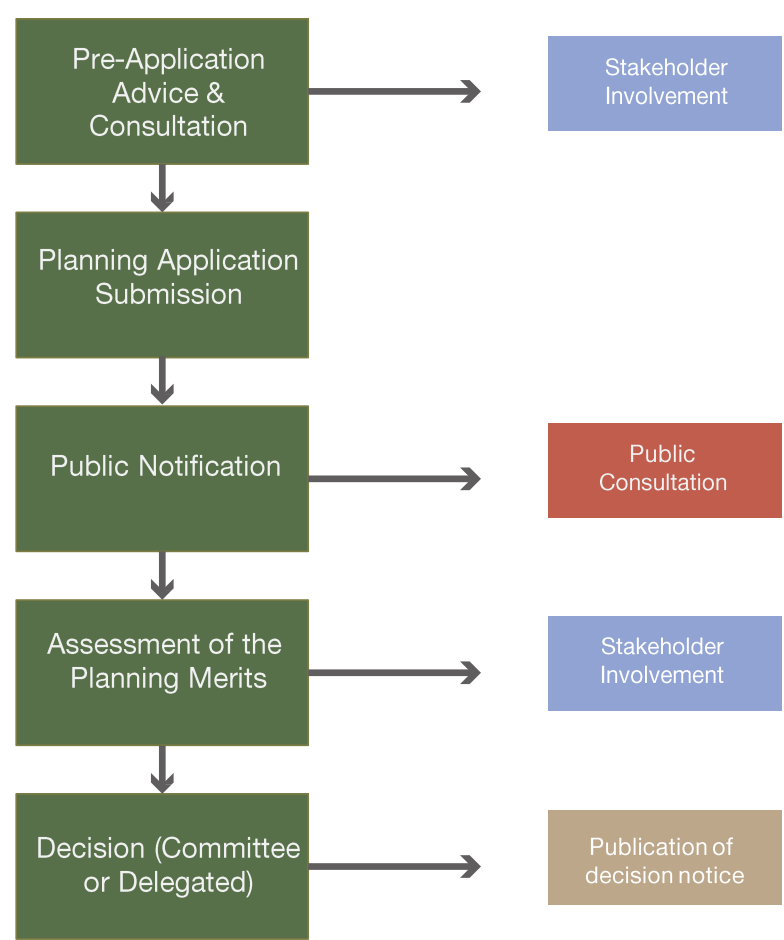
- 2.1.3 The process for preparing Local Plan documents, shown in figure 1, highlights the stages at which the Council will consult on the documents. Future consultations on Local Plan documents will need to be carried out in accordance with this Statement of Community Involvement.
- 2.1.4 Supplementary Planning Documents (SPDs) are prepared to support, add detail and provide further guidance on policies contained in the Development Plan Documents (DPDs). These documents do not contain policy themselves, therefore do not have the same 'development plan' status as DPDs and although are subject to public consultation do not go through an examination process. The methods of consultation for SPDs are set out in Appendix 1.
- 2.1.5 The content of Haringey's Local Plan must be in general conformity with the policies of the National Planning Policy Framework (2012) and the London Plan (2015) or as updated.
- 2.1.6 After a DPD is adopted it will be monitored to ensure it is delivering on its objectives and to identify any unintended consequences of the plan. This may lead to it being reviewed and modified if the plan's objectives are not being achieved, or to address unexpected changes such as changes to national planning policy or revisions to the London Plan.
- 2.1.7 For more detail on how to get involved and comment on emerging planning policy, please see Section 5: How We Consult - Local Plan Making.

2.2 Planning Applications

- 2.2.1 Planning applications are submitted by an applicant (an individual, a group, a business, a public body) to obtain planning permission to use or develop land for which permission is required. The planning application process is set out in Figure 2.
- 2.2.2 Prior to submitting an application, applicants are strongly encouraged to discuss their proposal with likely affected parties, such as neighbours. For complex proposals, pre-application advice should be sought from the Council to ensure any subsequent application addresses the key considerations. Further information on pre-application advice and consultation is provided in Section 5 of this statement.
- 2.2.3 Once an application is submitted, Haringey Council is responsible for deciding whether planning permission should be granted or refused after considering the policies in the Local Plan, strategic priorities, advice from key stakeholders, representations from the local community, and any other relevant information.

- 2.2.4 Key stakeholders include relevant internal (such as the Highways Authority, drainage engineers, Council’s ecologist) and external bodies (such as Sport England, Thames Water, Transport for London). The community can comprise both individuals and groups, many of whom command a wide range of professional and technical skills and have a detailed knowledge of the local area. Developers and other applicants are strongly encouraged to engage with this resource at the earliest possible stage of the proposed development process. Other relevant information can include general evidence studies relating to housing need or employment land, as well as specific studies such as Flood Risk Assessments and Transport Assessments.
- 2.2.5 For more detail on how to comment on planning applications, please see Section 5: How We Consult – Planning Applications.

Figure 2: The Planning Application Process

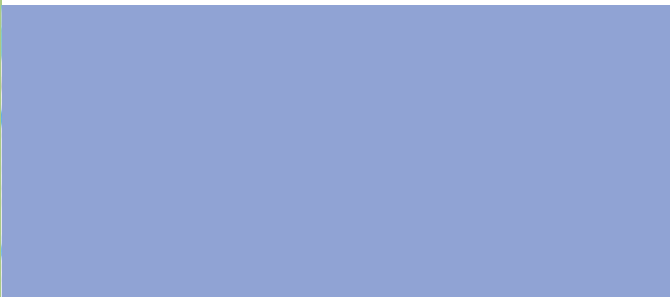


Viewing Planning Applications

To view planning applications and their associated documents including site plans please visit www.haringey.gov.uk/planning. You can view applications by their reference number (as published on site notices and in notification letters) or by searching the property’s post code (this will highlight all applications received in the vicinity).

3. CONSULTATION PRINCIPLES

- 3.1.1 We want our consultations to be as open and accessible as possible. This document outlines the key principles for effective engagement that we will apply to all our consultations. These reflect the Council-wide consultation principles contained in the Haringey COMPACT.



Our Aims

Haringey Planning Service will:

Ensure consultation is Effective –

- By being undertaken at the earliest possible stage in the decision-making process, when proposals are still at a formative stage and when there is scope to influence the outcome.
- By providing relevant information and sufficient reasons for any proposal to permit intelligent consideration and response by all affected parties.
- By targeting consultation to make sure that relevant stakeholders are involved.
- By ensuring the consultation methods used are appropriate in engaging affected parties.

Ensure consultation is Transparent –

- By ensuring the aims, purpose and scope of the consultation, and the issues involved, are clearly expressed.
- By being clear about how the consultation will be run, where information can be accessed and, as far as is possible, what can be expected after the consultation has formally closed.
- By being up front about any potential conflicts of interest and how these are to be appropriately managed to meet public expectations of integrity.
- By requiring all those connected with any proposal, including those commenting, to identify themselves and who they represent when taking part in public consultations.

Ensure consultation is Proportional –

- By ensuring the level of consultation undertaken and resources spent are proportionate to the scale and impact of the proposal.
- By ensuring affected parties have adequate time to consider and respond to the proposals.
- By promoting the use of electronic methods of communication to make participation easier and quicker.

Ensure consultation is Inclusive –

- By involving representatives of a cross-section of stakeholders, ensuring the different needs and views of different sections or groups of the community are considered.
- By utilising a wide range of consultation methods, ensuring that the consultation as a whole is accessible to all including those who are 'hard-to-reach' or are seldom heard.

Ensure consultation findings are Accountable –

- By publicising the responses and providing feedback to participants
- By explaining how the responses to consultation have been conscientiously taken into account in informing changes to policy or the determination of a planning application.
- By linking to decision-making to robust, consistent and sound grounds.

Ensure consultation material is Coherent –

- By providing useful and clear summaries of the proposals and the main issues to be addressed.
- By ensuring consultation documents, including committee reports, are presented in an easy to read format and use plain English.

4. ABOUT HARINGEY'S COMMUNITY

- 4.1.1 It is essential to understand the dynamics of our community in order to recognise the needs of the Borough and the barriers that may arise during consultation. This supports the production of successful plans that are inclusive of everyone's views, and to ensure people affected by plans and planning applications can voice their concerns.
- 4.1.2 We have a population of 267,540 according to 2014 Office for National Statistics Mid Year Estimates. Almost two-thirds of our population, and over 70% of our young people, are from ethnic minority backgrounds, and over 100 languages are spoken in the borough. Our population is the fifth most ethnically diverse in the country.
- 4.1.3 It is estimated that the Borough's population will reach 286,900 by 2020, an increase of 5.9% from 2015. By 2025, Haringey's population is estimated to reach 300,600, an increase of 10.9% from 2015.
- 4.1.4 As a result of these significant growth figures in Haringey's population there will be a great impact on housing and social infrastructure, such as health and education facilities, as well as on water and energy infrastructure.
- 4.1.5 With such great diversity in Haringey our community involvement activities must reflect this and provide equal access to all. There are sectors of the community which traditionally may not have been involved in the planning system or which may find it difficult to engage with the planning system. There are a number of reasons why these 'hard to reach' groups find engagement in planning difficult including language barriers, cultural perceptions, traditions or social expectations. Listed below are ways the Planning Service will attempt to overcome these barriers:

Language barriers – the diversity of language in the Borough means that we will produce documents which are clear, concise, and are available in an electronic format capable of translation. More interactive community involvement activities will also be used such as visual displays and exhibitions.

Children and young people – we will seek to involve young people in decision- making on planning issues through use of more modern consultation tools, such as social media and the use of apps where appropriate.

Low internet access – access to the internet is not available to everyone. The methods selected for community involvement will continue to be a combination of online (e-planning) and offline facilities.

Older People – the Council will aim to involve older people and groups such as the Muswell Hill and Highgate Pensioners Group, and Age UK more effectively in decision making by creating stronger links with such groups in the Borough. We will also use accessible venues and facilities and make documents available in accessible formats, on request.

Disabled people - the Council will aim to involve people with disability and mobility issues more effectively in decision-making by creating stronger links with disability and mobility groups in the Borough. We will also use accessible venues and facilities, and make documents available in accessible formats, on request.

- 4.1.6 The Council recognises it cannot persuade everyone to get involved, or be able to take on board every comment received. We also recognise that some individuals, groups and businesses may have a greater capacity to get involved in planning matters than others and so, where appropriate, we will support those who find it difficult to get involved with planning issues.
- 4.1.7 We have sought to be realistic about the community involvement activities proposed, recognising that there are limits to our resources and time constraints. Appendix 1 identifies methods that will be used for the preparation and revision of Local Plan documents, and methods recommended to applicants of major or sensitive applications for pre-application community engagement. Further information about these methods, including details of their benefits, limitations and resource implications are set out in Appendix 2.



5. CONSULTING THE COMMUNITY

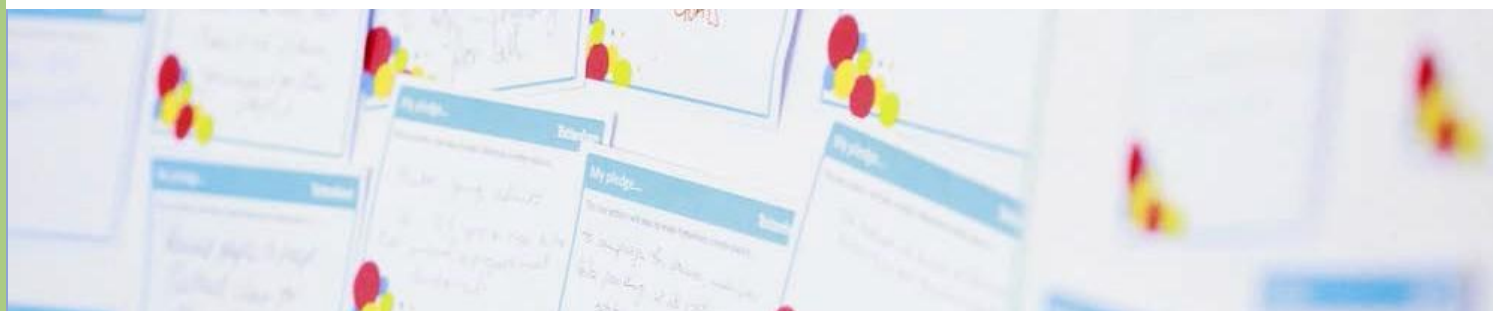
5.1 Who We Consult – Local Plan-Making

5.1.1 The Planning Service consults a range of organisations during the process of preparing its Local Plan. Those who are consulted can be categorised into the following types of consultee:

5.1.2 **Duty to Co-operate Bodies** - The Localism Act 2011 places a ‘duty to co-operate’ on local planning authorities and neighbouring boroughs for any cross boundary issues. There is also a requirement for the Local Authority to co-operate with various public bodies for any cross boundary issues. These bodies play a key role in delivering local aspirations, and cooperation between them and local planning authorities is vital in order to make Local Plans as effective as possible on strategic cross boundary matters. The bodies should be proportionate in how they do this and tailor the degree of cooperation according to where they can maximise the effectiveness of plans.

These bodies include:

- The Environment Agency
- Historic England
- Natural England
- The Mayor of London
- Civil Aviation Authority
- Homes and Communities Agency
- Clinical Commissioning Group
- National Health Service
- Office of Rail Regulation
- Transport for London
- Highways England
- Marine Management Organisation
- Adjoining boroughs:
 - Barnet
 - Camden
 - Enfield
 - Hackney
 - Islington
 - Waltham Forest



5.1.3 Specific Consultation Bodies - The specific consultation bodies are groups that have expertise and knowledge in a particular subject. Many of the consultees in this list are also in the Duty to Co-operate list such as the Mayor of London. However this list is not exhaustive and may depend on the nature of the consultation. Examples are:

- The Mayor of London
- Natural England;
- The Environment Agency;
- Historic England;
- Transport for London;
- Highways England;
- Network Rail;
- Mobile Operators Associations;
- The NHS, PCT and CAAG
- Gas and electricity operators;
- Thames Water

5.1.4 Partnership Bodies – includes bodies such as the North London Strategic Alliance, the London Stansted Cambridge Consortium and the North London Waste Authority.

5.1.5 General Consultation Bodies – which includes the following:

- Recognised voluntary bodies, active within the local area whose activities benefit any part of the Borough;
- Recognised bodies which represent the interests of different racial, ethnic, or national groups in the Borough;
- Recognised bodies which represent the interests of different religious groups in the Borough;
- Bodies which represent the interests of disabled persons in the Borough;
- Bodies which represent the interests of different age groups in the Borough;
- Bodies which represent the interests of persons carrying out business in the Borough.

5.1.6 Other Consultees – this includes local representative bodies who are regularly consulted, including local individuals, organisations and businesses that have indicated they wish to be actively engaged in plan-making in Haringey. The database currently has over 1,000 consultees, and is regularly updated. Everyone on the list is notified of any public consultation for Local Plan documents. Organisations, groups and individuals that wish to be added or deleted from the database can do so at any time by contacting the Local Plan team (See box below for details). Individuals and groups who have previously responded to consultation on a particular planning document are automatically added to the database unless they expressly opt out.

Consultation Database - Be Included

If you wish to receive notifications about future consultations on new town planning documents, please email localpan@haringey.gov.uk or call 02084891479 or write to the Planning Policy Team, London Borough of Haringey, 225 High Road, London N22 8HQ to be added to our database or to have your details amended.

5.2 How We Consult - Local Plan-Making

Haringey Council Committees and Ward Members

- 5.2.1 Local Plan documents are submitted to the Council's Regulatory Committee for comment followed by Cabinet for approval before being subject to public consultation. Full Council (all elected Councillors) approves the final versions of Local Plan documents for pre-submission consultation and submission to the Secretary of State for independent examination and for formal adoption.

Internal Consultation

- 5.2.2 Planning Services consult widely with other Council departments when and where relevant to ensure the Local Plan reflects other Council initiatives and strategies, and that specialist feedback is incorporated where necessary.

External Consultation

- 5.2.3 All Local Plan documents will be published for comment for at least a six week period. A longer consultation period will be considered appropriate where the Council is consulting on more than one document or where the majority of the support evidence base studies have not been published sufficiently in advance of the publication of the draft local plan. A number of different methods will be used to ensure that as wide a range of people and organisations informed of the development of new plans for the Borough as possible.

Consultation Methods

- Public Notice in the local press
- Notification emails / letters to consultees on the Planning Service's consultation database
- Notification letters to directly affected parties (i.e. owners and occupiers of buildings and land with proposed site allocations)
- Site Notices for site specific policy consultations
- Notification via Council's online social media such as blogs and social networks
- Plans and supporting information will be published on the Council's website and made available to view and on short-term loan in local libraries
- Public roadshows and drop-in sessions in areas affected by the plan at stage one of the statutory preparation process
- Presentations at meetings of stakeholders and interested parties' forums
- Summary information / web based guides on the key issues

- 5.2.4 Other methods that may be utilised to ensure effective engagement include forums, media briefings, community surveys, workshops, and public exhibitions, alongside any other relevant method of engagement (see Appendix 1). Efforts will be made to utilise online social networks and other e-tools to help publicise and improve engagement with us. The Planning Service welcomes any suggestions as to how we can engage with you in a meaningful way. Any suggestions can be emailed to localplan@haringey.gov.uk and will be considered for future events.

5.3 Consultation Results

- 5.3.1 After the close of a consultation, the Planning Policy team will consider the comments received and will prepare a revised Local Plan document. All responses will be made available online, alongside a consultation statement which will detail:
- Compliance with the Duty to Co-operate;
 - Who was consulted and how they were consulted;
 - A summary of the main issues raised from the comments;
 - How the comments have been taken into account in the revised document.
- 5.3.2 Where possible, a full schedule of comments with detailed officer responses will also be prepared.

5.4 Who We Consult – Planning Applications

- 5.4.1 After the Council has received a planning application it will undertake a period of consultation where views on the proposed development can be expressed and will follow the process and expectations of consultation of planning applications set out in the [Planning Practice Guidance \(PPG\)](#) and as set out in the Development Management Procedure Order 2015.
- 5.4.2 The nature of the planning application will decide who will be consulted. Appendix 3 sets out the guidelines for who needs to be consulted on particular applications and how.
- 5.4.3 The Council is required to engage with statutory consultees in relation to certain applications. The PPG sets out the statutory consultees and the requirement to consult particular bodies or persons on planning applications for certain types of development. The table can be found at <http://planningguidance.planningportal.gov.uk/blog/guidance/consultation-and-pre-decision-matters/table-2-statutory-consultees-on-applications-for-planning-permission-and-heritage-applications/>.
- 5.4.4 In addition, the PPG sets out how these statutory consultees should respond to the LPA and the timescales for responding.
- 5.4.5 The Council will take account of published guidance by any of the relevant bodies.

- 5.4.6 Applicants of major schemes are advised to undertake early community involvement before submitting an application to the Council. It is the responsibility of the applicant to conduct pre-application community involvement. For large and controversial applications the Council will discuss with the applicant the potential for taking the proposal to a Development Management Forum, Quality Review Panel and / or the planning committee at the pre-application stage.
- 5.4.7 The comments received during the application stage will be taken into account when making a decision. Planning decisions are taken in accordance with national and regional policy and the Local Plan and other planning policies and taking into account relevant material considerations such as design and potential impacts on local amenity, character, transport and social infrastructure.

5.5 How We Consult – Planning Applications

- 5.5.1 The Council must make decisions on all valid planning applications received. These range from house extensions to new office developments, and from retail stores to large housing developments.
- 5.5.2 Local authorities are required to publish details of all planning applications. Every week, the Council publishes a list of valid planning applications on its website. This list sets out details for each application including: site name and address; nature of the proposal and the name of the Planning Officer that will be dealing with the application. This list is posted on the Council's web-site www.haringey.gov.uk/housingandplanning/planning/planningapplications/current-planning-applications/view-and-comment-current-applications/planning-application-lists
- 5.5.3 Certain types of planning application are also publicised in the local newspaper.

5.6 Pre-Application Guidance

- 5.6.1 Charged pre-application advice is available to all applicants and is intended to provide specific planning advice concerning the development of a particular site; provide greater clarity to the applicant by identifying planning issues and set out the information requirements before the application is submitted.
- 5.6.2 Applicants are advised to seek advice with adequate information in the form of site plans and photographs in order to be able to describe in reasonable detail the context surrounding the proposal.
- 5.6.3 For major schemes relevant teams within the Planning Service (Design and Conservation, Strategic Sites, Transport and Planning Policy) will have input into discussions as necessary.

- 5.6.1 Where appropriate, all Major Applications should be reviewed by the Quality Review Panel at pre-application stage. Occasionally, other applications, which Officers feel will benefit from the expert design advice, could be brought to the Panel's attention with the agreement of the Head of Development Management. The charge for this service is set out on the Council's website.
- 5.6.2 For further details on the Council's pre-application service, please visit www.haringey.gov.uk/housing-and-planning/planning/planning-applications/pre-application-guidance

Notification

We will use a combination of the following methods to notify the community about planning applications:

- Site notices and / or letters to adjoining properties (or surrounding area for major proposals)
- Email notifications of applications for your chosen area and or SMS/other electronic notifications including Notiz app
- Council's website will contain all the application details and plans
- Publication of a weekly list of applications
- Press Notice (for major applications, listed building consent applications and planning applications in a conservation area)

5.7 Pre-Application Consultation

- 5.7.1 It is the responsibility of applicants of major schemes to undertake early community involvement before applying for planning permission. The Council recommends that this is undertaken using the community involvement methods set out in Appendix 2. Applicants should follow the procedure below.
- (a) As early as possible, and where appropriate, applicants should discuss their community involvement programme with the Council. This will help to ensure that the involvement process is suitable, identifies relevant consultees and is in line with the SCI. It is the responsibility of applicants to design and plan their own community involvement strategy, while referring to the standards set out in the SCI.
 - (b) After the community involvement activities have been undertaken and as part of the application process applicants should submit a Consultation Statement (CS) with the planning application. This should summarise the type of consultation that was carried out, the key issues raised and details of how the scheme addressed those issues.
 - (c) In accordance with the Planning Protocol 2016 most major applications will be required to be presented at a Development Management Forum, the Quality Review Panel and to a briefing of the Planning Sub Committee at the pre-application stage. Where a Development Management Forum takes place the Council will put up site notices and send emails to local groups and councillors advising them of a proposed meeting. Details of Planning Sub Committee briefings will be available on the Council's website.

- 5.7.2 There are many benefits associated with pre-application community involvement. It provides the local community and other stakeholders with the opportunity to let applicants know what they think, and influence proposals right from the outset. Applicants too can benefit from local advice and intelligence so that what is proposed is the right development, in the right place, at the time. Hence, the pre-application involvement will, where appropriate, be encouraged for schemes other than major proposals, especially if the Council considers they are likely to be contentious.

- 5.7.3 If during the pre-application stage an applicant of a major scheme has involved and consulted with the community in a manner the Council disagrees with we cannot refuse to consider a valid planning application. However, if an applicant fails to involve and consult the community on a major scheme this could give rise to objections being made, which could be taken into account when determining the proposal.

Developer Consultation Requirements

The Council expects developers to meet the following pre-application consultation requirements as a minimum:

- Public notice or press release in the local press
- Notification letters to directly affected parties (i.e. owners and occupiers of buildings and land within the vicinity of the proposed development site)
- Leaflet drops and posters
- Public meetings, including Exhibitions, Displays, Workshops & Focus Groups in a suitable location and at suitable times of day

5.8 Submitting a Planning Application

- 5.8.1 When a planning application (major, minor or householder application) is submitted to the Council the details of the application will be entered on to the Statutory Register of Applications. This is available for inspection on the Council's website.
- 5.8.2 As appropriate, applicants of major schemes should also include the relevant documentation needed to assess the application such as existing and proposed drawings, site plan, Design Statement, Travel/Transport Statement and /or Plan, Design and Access, Statement and Energy Statement. Details of the Council's information requirements which applicants and agents are expected to provide with their application is available on the Council's website.
- 5.8.3 Applicants of major schemes should also provide a Consultation Statement of any pre-application consultation undertaken and how they have taken account of the comments made by the community, and how the comments have helped shape the application.
- 5.8.4 All planning applications once submitted will be subject to public consultation. Anyone can make comments on planning applications regardless of whether they are directly affected or not. Comments must be made within 21 days from the date of notification. Bodies such as Natural England will be allowed a longer period of time to comment on applications where this is prescribed by legislation. All comments and written representations are taken into account when the planning application is considered.
- 5.8.5 The Council will consult with any statutory body required in accordance with the Development Management Procedure Order 2015. Adjoining Local Planning Authorities will be notified if the site is near a borough boundary and is likely to affect the neighbouring borough.

Consultation Methods

- All applications and supporting documents will be published online
- A newspaper advertisement will be published as required by statute
- Site notice or notification letters to residents will be issued
- Email notifications of applications for your chosen area and or SMS/other electronic notifications such as Notiz app

- 5.8.6 The process for submitting comments on applications is necessarily formal, given the need to determine applications in a timely manner. Therefore the following requirements apply to anyone wishing to comment on an application:
- All comments must be received in writing within the consultation period (normally 21 days)
 - Comments can be submitted by email, letter or online using the appropriate form
 - Late comments will be considered where circumstances allow. Comments are accepted, and taken account of, up to the point a decision is made, however it should be noted that a decision can be made directly following the close of the consultation period.
- 5.8.7 To submit comments online you must first search for the application at the address above, and then click the 'View Details' tab. From here there is a 'comment on Application' tab that can be used to submit your representations. Please note that only material Planning considerations will be taken into account, such as Local Plan policy compliance, and other site specific issues such as overlooking, transport issues, layout and design, amongst many others.
- 5.8.8 The determination of planning applications is a transparent, public process. Therefore representations made on planning applications will be made available to members of the public to view alongside all other application material and are included in the Council's report on the application. Where requests are made to withhold addresses these will be considered however anonymous representations on local amenity issues will not hold as much weight as ones where locations can be identified and impact assessed.

5.9 Changes to proposals after the application has been submitted

- 5.9.1 While there is no legal requirement to allow for amendments to be submitted to planning applications, or to re-consult neighbours on the change proposed, the National Planning Policy Framework encourages local planning authorities to work with applicants in a positive way. Where the Local Planning Authority accepts material amendments to a live application (noting that in most instances changes are made to meet objections), the Council will consider the following before deciding whether to re-consult:
- Were the earlier objections substantial?
 - Are the changes significant?
 - Did the earlier views cover the matters now under consideration?
 - Do the changes mean others not previously consulted might now be concerned?
- 5.9.2 If the Council decides to re-consult the response time will be shorter than the initial 21 days, usually it will be 14 days.

5.10 Negotiations with the applicant

5.10.1 The Council may negotiate with the applicant as appropriate to ensure a scheme is more acceptable in planning terms. Small amendments in order to make an application acceptable are likely to be negotiated although larger amendments are usually resisted.

5.11 The Decision

5.11.1 After the statutory consultation period (21 days) has ended, the officer in charge of the case will make a recommendation to either grant or refuse the application. The final decision will be made in accordance with Haringey Council's scheme of delegation. The vast majority of planning applications (90%) are dealt with by officers under delegated powers. Major applications recommended for approval are determined by Planning Committee.

5.11.2 The Planning Sub-Committee is made up of elected Councillors and meets regularly throughout the year so that the Committee can decide whether to grant or refuse planning permission.

5.11.3 During the Committee meeting Members consider:

- Planning application reports, which are made public at least five working days before the meeting.
- Planning officers' presentation describing relevant characteristics of the sites, the proposed scheme, material planning considerations and any addendum to the Planning Application report.
- Representations from those who have made arrangements to speak.

5.11.4 Further details on how to attend a Planning Sub-Committee meeting are available on the website

www.haringey.gov.uk/index/housing_and_planning/planning-mainpage/applications/planning_sub_committee.htm#presentingviews

5.12 Councillor Involvement

5.12.1 The meetings of the Planning Sub-Committee are open to the public so that anybody can hear the discussion on planning applications. Members of the Committee make decisions on planning applications taking into consideration the advice of officers. The officer's report to the committee includes a recommendation as to whether to grant or refuse permission, but the Committee is not bound by the recommendation.

5.12.2 The Planning Protocol 2016 includes provision for pre-application briefings to Planning Sub Committee. The purpose of the briefings is to enable a developer to seek the views of elected Members about planning proposals at an early stage. The agreed procedures are set out in the protocol. The meetings are held in public and are webcast although there are no public speaking rights. No decision is taken at such meetings and any subsequent application will be the subject of a report to a future meeting of the Sub-Committee.

- 5.12.3 The Planning Sub Committee when determining planning applications must make its decision based on all of the information available to it and, therefore, Members of the Committee are duty bound not to pre-determine applications in advance of the Planning Sub Committee meeting and any relevant Member interests in a proposal must be declared in accordance with Council procedures.
- 5.12.4 There is an opportunity for members of the community to present views on the schemes under discussion at the relevant Planning Sub Committee meeting. The number of speakers will usually be limited to two speaking in favour of the application and two speaking against the application, with a time limit of three minutes for each speaker: i.e. a maximum of six minutes. Those wishing to address the Planning Sub Committee must advise the Council by 12 noon on the working day immediately prior to the Sub Committee meeting. Please be advised that speaking slots will be allocated on a strictly first come first served basis. The applicant is allowed up to six minutes to reply to objections. At the Chair's discretion the number of speakers and the time allowed may be increased for larger, more complex or controversial cases. If the number of speakers or the time is increased for objectors then the applicant's time to respond will also increase correspondingly. The meetings follow a formal procedure to ensure that all parties gain a fair hearing.
- 5.12.5 Full details on the agenda and format of the Planning sub-committee can be found at www.haringey.gov.uk/planning-and-building-control/planning/planning-applications/current-planning-applications/view-and-comment-current-applications/planning-sub-committee

5.13 Publicising Decisions

- 5.13.1 Everyone who makes a comment on applications that are to be determined by committee will be advised of the date of the planning committee via the means by which they commented. Delegated and committee decisions are included on the 'Planning Decisions List' on the Council's website.

5.14 When We Won't Consult

- 5.14.1 The Planning Service will not normally consult on the following types of applications:
- Certificate of lawfulness of proposed use or development
 - Certificate of lawfulness of existing use or development
 - Details pursuant to conditions
 - Non-material minor amendment applications
 - Tree Applications
 - Advertisements
- 5.14.2 This is because they are assessed against legal tests set out in planning legislation. There is no scope to take into account representations when making the decision on these types of applications.

6. LOCALISM AND NEIGHBOURHOOD PLANS

6.1.1 The Localism Act 2011 ('the Act'), introduced new rights and powers to allow local communities to shape new development by preparing a neighbourhood plan. In areas such as Haringey, where there are no town or parish councils, the Act allows neighbourhood planning to be taken forward by 'neighbourhood forums' composed of local community groups. These forums have the power to prepare neighbourhood development plans, that must be in general conformity with the strategic policies of the Local Plan, to be put to the wider community for approval by means of local referendum. It is the Council's role to agree the neighbourhood forum for the neighbourhood area and to help publicise and organise a referendum and examination of the neighbourhood plan. For more information on neighbourhood planning, including information on how to set up a neighbourhood forum and start preparing a neighbourhood plan, please visit the following websites:

- www.planningportal.gov.uk/inyourarea/neighbourhood/
- www.gov.uk/government/publications/localism-act-2011-overview
- www.locality.org.uk/projects/building-community/

6.1.2 A neighbourhood plan should support the strategic development needs set out in the Local Plan and plan positively to support local development (as outlined in paragraph 16 of the National Planning Policy Framework).

6.2 What the Council Will Do

6.2.1 The Council will provide advice and assistance to the Forum steering group to co-ordinate the fulfilment of its functions in relation to the establishment of any neighbourhood forum and the preparation of any neighbourhood plan. This will involve a ward Councillor, and relevant Council officers who will liaise with the forum, and advise on the extent of the neighbourhood plan area and matters of conformity with the Borough's Local Plan.

6.2.2 Once the plan has been prepared and consulted on by the community, it will be submitted to the Council, and the Council will provide advice to ensure that it meets the basic conditions to proceed. If this is found to be so, the Council will consult on the draft Plan following the methods applied to all Local Plan documents, then organise an independent examination of the document in collaboration with the Forum.

Examination Support

The Council will facilitate community involvement in the examination process by:

- Publicising the Examination dates in the local press
- Providing a web page with all relevant information on it
- Organising the Examination venue
- Making available key documents at accessible locations in the area affected e.g. locals libraries

Referendum Support

To facilitate full participation in the referendum process the Council will:

- Advertise the referendum in the local press
- Place all content and information on the Council's website and, where possible and appropriate, use new online social media such as blogs or social networks
- Send notification emails / letters to affected residents / businesses
- Facilitate meetings with interested parties to ensure that the referendum is understood
- Provide summary information / web based guides on the key issue

6.2.3 If the document is deemed to meet the basic conditions by the independent examiner, and the Council is also satisfied it does, it will be subject to a referendum by the community and businesses affected. This will be co-ordinated by the Council and will normally be open to anyone eligible to vote in the area, but this may be extended, by recommendation of the examiner, if certain policies are seen to have implications on certain groups / communities.

6.2.4 The Council will publicise the referendum in accordance with the Council's referendum regulations by the Council's electoral department, and will also help the Forum to contact interest groups, statutory bodies and other societies to aid in successful engagement.

6.2.5 It should be noted however that in developing a Neighbourhood Plan, most of the responsibility for consulting the community affected falls to the Neighbourhood Forum. It will be expected that the Forum will undertake consultations broadly similar to that outlined in section 5: How We Consult - Local Plan-making. Further guidance on how to undertake consultations may be given by the Council, but the onus and costs (excluding the examination and referendum) will be borne by the forum.

6.2.6 For further advice and support in developing a neighbourhood plan see; <http://www.ourneighbourhoodplanning.org.uk/resources/documents> <http://locality.org.uk/projects/building-community/> The Council's Planning Service may also offer further guidance, and can be contacted in the first instance.



7. REVIEWING THE STATEMENT OF COMMUNITY INVOLVEMENT

7.1.1 The Statement of Community Involvement will be reviewed and updated, as necessary, in order to deliver more effective consultation and ensure it remains in line with any changes in legislation. Consultation and engagement processes and techniques will be checked and updated to ensure wide involvement of local residents, businesses, voluntary organisations and individuals. Any gaps in information in the SCI will be identified in the Authority Monitoring Report (AMR). The AMR monitors the effectiveness of the policies in the Local Plan and assesses if the plan is achieving the desired results. The AMR will identify any need for revision of policy, which will be carried out in conjunction with public consultation and relevant bodies.



Appendix 1: Community Involvement Methods

Community involvement methods	Planning process
Information by letter (available in different formats) and/ or email	Development Plan Documents; supplementary planning documents and planning applications unless a site notice has been posted or an email sent
Public Exhibitions/ Open Days/Road Shows	Development Plan Documents; supplementary planning documents; general awareness on planning and major planning applications (by developers)
Council websites (the internal website (Harinet) and the public website, and the Council's consultation calendar)	Development Plan Documents; supplementary planning documents; all planning applications
Council Magazines and Publications e.g. 'Haringey People'	Development Plan Documents and supplementary planning documents
Leaflets, Newsletters (available in different formats)	Development Plan Documents; supplementary planning documents and major planning applications (by developers)
Local press briefing and public notices	Development Plan Documents; supplementary planning documents and planning applications as required by regulations
Consultative documents requesting public comments	Development Plan Documents; supplementary planning documents and major planning applications (by developers)
Public meetings with displays	Development Plan Documents; supplementary planning documents and major planning applications (by developers)
Workshops and seminars	Development Plan Document; supplementary planning documents; general awareness on planning and major planning applications (by
Surveys/ Questionnaires (available in different formats)	Development Plan Documents and supplementary planning documents
Focus groups and discussions	Development Plan Documents supplementary planning documents
User panels and representative groups e.g. Quality Review Panel, Conservation Area Advisory Committee (CAAC)	Development Plan Documents; supplementary planning documents; most major planning applications or applications within conservation areas as recommended by officers
Participatory forums/Community forum e.g. DM Forum, Stakeholders Forum, HSP Forums	Development Plan Documents; most major planning applications as recommended by officers

Community involvement methods	Planning process
Planning for Real (PFR)/ Workshops	Development Plan Documents; supplementary planning documents and major planning applications (by developers)
Social Media, including Twitter, Facebook, Youtube & mobile apps.	Development Plan Documents supplementary planning documents most major applications as recommended by officers

Appendix 2: Potential Methods for Community Involvement

Method	Advantages	Disadvantages	Costs involved
Letters/emails to statutory bodies and individuals (available in different formats on request)	Can reach a wide audience of people as it is relatively inexpensive. Can be used to invite views and explain the Council's view and rationale for a certain position.	May not reach those with reading difficulties.	Inexpensive
Public Exhibitions/ Open Days/Road Shows	Opportunity to inform people about proposals and projects. Options can be clearly set out and presented all at once. Exhibitions can be moved between locations for maximum targeting. Can be used to generate feedback on a topic.	May only reach audience with interest in the topic. Information flow is largely one-way, though feedback can be requested (e.g. book to record comments, self-administered questionnaires).	Inexpensive - cost of hiring the venue, and staff time setting up the exhibition.
Council websites (internal (Harinet) and the public website)	Economical. Easy means of referring people to information in a short period of time.	Extent of internet access in the borough will be an issue.	Negligible
Council Magazines and Publications e.g. 'Haringey People'	Reaches a wide range of residents and is economical. Useful when needing to broadcast information and gives people an opportunity to respond.	Extent of readership may be limited. May not reach non-residents of the borough.	Inexpensive or negligible
Leaflets, Newsletters (available in different formats on request)	Coverage is potentially wide, reaching residents and non-residents. Can be used to invite views. Can be high profile publicity.	Can generally give limited information. May deliver a poor response. Information flow is largely one-way, although can inspire debate amongst residents. May not reach those with reading difficulties.	Inexpensive, but requires skilled handling.
Local press briefing and public notices	Information can be provided in some detail. Economical	Not definite that a story will get in the press. May not reach those with reading difficulties.	Moderate

Method	Advantages	Disadvantages	Costs involved
Consultative documents requesting public comments	Clear statement of purpose and reasoning should be apparent. Anyone can respond. Amenable to process on the web.	Relies on initiative of responders. Responses not likely to be representative of all opinion/interests. Can be hijacked by dominant and more resourceful individuals and organisations. May not reach those with reading difficulties.	Moderate/expensive - costs of publishing the documentation and administering the distribution and feedback process. Costs reduced if the process is done on the web.
Public meetings with displays	Combines the advantages of exhibitions with more informed discussion and opportunity to comment. Involves, informs and empowers the local community. Can involve different language groups using interpreters.	Relies on those who attend to comment, and hence can sometimes be unrepresentative. May only attract those with negative views. Many do not feel able to participate, as can be hijacked by more dominant and resourceful individuals. Size is limited by venue	Moderate
Workshops and seminars	Opportunity for stakeholders to make their opinion heard in a public debate. Encourages active citizenship. Encourages participants to develop a stronger and more relaxed working relationship. Can involve different language groups using interpreters.	Depends on stakeholders to take part.	Moderate - cost of hiring appropriate facilities for period of the workshop.
Surveys/ Questionnaires (available in different formats on request)	Good sampling technique should ensure that all shades of opinion are canvassed and captured. Can be geographically focused in terms of neighbourhoods, town centres, and open space. Can be used to reach particular target groups.	Can appear to be remote; while it captures public opinion, it does not necessarily capture opinion or the interests of institutions, corporate bodies and developers etc. May not reach those with reading difficulties.	Moderate - skilled exercise which should be undertaken by trained staff or professionals. Can be inexpensive or moderately expensive.

Method	Advantages	Disadvantages	Costs involved
Focus groups and discussions	<p>A participatory approach, which can explore views on specific issues. A two- way process which gives clear encouragement to contribute ideas and views. Can be used to reach a target audience and those that do not respond to traditional forms of consultation. An opportunity to explore the factors which support an individual's opinion. Good for sensitive subjects where individuals may not respond to a structured questionnaire/ group discussion. Can involve different language groups using interpreters.</p>	<p>Can be very time-consuming, and relies on good-will of respondents. Ultimately the group's views are only as representative as the group itself, i.e. selection of the group is very important. Cannot be used to extrapolate results for the whole population. Requires skilful facilitation.</p>	<p>Moderate - more costly if data is examined by a Consultant</p>
User panels and representative groups e.g. Quality Review Panel, Conservation Area Advisory Committee (CAAC),	<p>Provides a platform that is stable, can be very knowledgeable (representative groups) and gives a sense of involvement. Can be used to address more technically complex issues.</p>	<p>Where volunteers are being used, there is a need for frequent replacement.</p>	<p>Inexpensive/ Moderate</p>
Participatory forums/Community forum e.g. DM Forum, Stakeholders Forum, HSP Forums	<p>Provides the opportunity for participation in the process and procedures of planning. Strong two-way process.</p>	<p>Strong personalities may dominate proceedings.</p>	<p>Moderate</p>

Method	Advantages	Disadvantages	Costs involved
Planning for Real (PFR)/ Workshops	Involves, empowers and informs respondents – provides a degree of local ownership. Available as a tailored package, and easy to initiate. Takes respondents through the physical planning process and enables the visualisation of options. Can catch a wide range of participants. Can involve different language groups using interpreters.	Structured approaches of PFR may limit its usefulness for some situations. Needs planning, administration, time, and resources.	Moderate/Expensive
External Consultants	Can provide specialised and focused facilitation for engagement events. This can allow for new and innovative engagement techniques to which participants respond more constructively.	May play a limited role in the consultation process and a very specific approach may not fit with the consultation aims.	Expensive.
Councillor and MP surgeries	Local residents and groups have access to elected representatives.	There may be some disappointment as it is not always possible for Councillors and MPs to intervene in the planning system in the way that their constituents might want because they must operate within the confines of planning law/policy.	Free
Local amenity, tenant and other groups	They have a wealth of local knowledge and play a vital role in expressing the concerns or needs of the local community.	They do not necessarily speak for all of the community as there is often more than one view on a development or proposed plan.	Free

Appendix 3: Consultation policy – neighbour notification

General Household Developments

Rear extension	Site notice or letter to all adjoining properties and all affected properties to the rear
Rear roof extension	Site notice or letter to all adjoining properties and 3 properties to rear
Front roof extension	Site notice or letter to all adjoining properties and properties directly opposite the front of the property
Material alterations to front elevation	Site notice or letter to all adjoining properties and properties directly opposite to the front
Erection of domestic garage to front	Site notice or letter to all adjoining properties and properties directly opposite the front of the application site
Erection of boundary fencing	Site notice or letter to all adjoining properties
Crossovers	Site notice or letter to all adjoining properties
Erection of garden sheds, covered	Site notice or letter to adjoining properties and all properties abutting the site

Residential Development

Conversions	All conversions	Site notice or letter to the application property, all adjoining properties and 3 properties to the front, side and
	Conversions involving alterations to front elevation	Site notice or letter to all adjoining properties and properties directly opposite to the front
	Conversions involving rear alterations/ground floor extensions	Site notice or letter to all adjoining properties directly affected at the rear
New Build	All new build residential development sites	Site notice or letter to all adjoining properties and those directly opposite and directly to rear of site
	All major residential development (10+ units)	Site notice or letter to all adjoining properties and those considered to be directly affected

Major Commercial /Retail Development

All major commercial/retail development

Site notice or letter to all adjoining properties and those considered to be directly affected

Change of Use

All change of use applications

Site notice or letter to all adjoining properties and those considered to be directly affected

Advertisements

All advertisements

Site notice or letter to those required to be consulted by statute

Conservation Areas and Listed Buildings

Applications in Conservation areas or applications for Listed Building Consent

The appropriate CAAC, neighbours as per the description of development. Also notify Historic England where specified in regulations

River Park House
225 High Road
Wood Green
N22 8HQ

tel: 020 8489 1479

email:

localplan@haringey.gov.uk

Equality Impact Assessment

Name of Project	Update to Statement of Community Involvement	Cabinet meeting date <i>If applicable</i>	14 February 2017
Service area responsible	Strategic Planning, Transport & Infrastructure		
Name of completing officer	Clodagh McGuirk	Date EqIA created	13 September 2016
Approved by Director / Assistant Director	Emma Williamson	Date of approval	19/09/2016

The Equality Act 2010 places a ‘**General Duty**’ on all public bodies to have ‘**due regard**’ to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with ‘protected characteristics’ and those without them
- Fostering good relations between those with ‘protected characteristics’ and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a ‘**Specific Duty**’ to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council’s commitment to equality and the responsibilities outlined above, for more information about the Councils commitment to equality; please visit the Council’s website.

Stage 1 – Names of those involved in preparing the EqlA	
1. Clodagh McGuirk (Planning Policy)	5.
2. Emma Williamson (AD Regeneration, Planning and Economy)	6.
3. Equalities / HR	7.
4. Legal Advisor (where necessary)	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqlA is required. If a full EqlA is required move on to Stage 3.

All local planning authorities are required under section 18(1) of the Planning and Compulsory Purchase Act 2004 to prepare and maintain a Statement of Community Involvement (SCI). The SCI sets out how Haringey Council's Planning Service will involve local residents, local businesses and other key organisations and stakeholders in the plan-making process and in the determination of planning applications.

Haringey's SCI was first adopted in 2008. It was updated in 2011 and now requires a further update to take account of changes in planning legislation and to reflect current practices in community engagement, including greater use of electronic communications such as email and social media.

The legislative changes stem mostly from the introduction of the Localism Act in late 2011, which sought to speed up both plan-making and the time taken to determine planning applications. In particular, it aims to simplify the plan-making process by reducing the number of informal consultation stages and reduce the status of certain types of planning documents making them less onerous to produce or update. At the same time, the Localism Act introduced measures to shift new rights and planning powers to local authorities and local communities. These changes include: a duty on all planning bodies to cooperate on cross boundary planning matters; the ability to introduce a levy on development to help pay for local infrastructure; and the ability for local communities to prepare their own plan for their own local neighbourhood area.

One of the main changes in the updated SCI is that consultation on planning applications is proposed to be reduced back to statutory requirements, as set out in the Town and Country Planning (Development Management Procedure) (England) Order 2015. In particular it is proposed that we will no longer send letters to neighbours consulting them on planning applications but rather place a site notice at each site. The Planning Service has forecast a £50,000 MTFS saving for 2016/17 on the back of not sending consultation letters.

This equality impact assessment (EqlA) will provide a focus on the anticipated effects of the SCI for Haringey residents, including those with protected characteristics under the Equality Act 2010. Section 6 of the EqlA puts forward mitigating measures to limit risks of adverse impacts arising from the proposed changes.

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Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment This section to be completed where there is a change to the service provided	
Data Source (include link where published)	What does this data include?
2011 Census data, including Borough and Ward level profile data http://www.haringey.gov.uk/local-democracy/about-council/facts-and-figures/ward-profiles http://www.haringey.gov.uk/local-democracy/about-council/facts-and-figures/statistics/haringey-census-statistics	Borough and ward level information on <ul style="list-style-type: none"> ▪ Demography ▪ Ethnicity, identity, language and religion ▪ Health ▪ Housing and accommodation ▪ Qualifications ▪ Labour market
Haringey corporate equalities data http://www.haringey.gov.uk/local-democracy/about-council/equalities/equality-impact-assessments-egia	Ward level information on age, gender, ethnicity, religion, disability, marital status
ONS Integrated Household Survey (Experimental Statistics) 2014 http://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexualit/bulletins/integratedhouseholdsurvey/2015-10-01#sexual-identity	Sexual identity information
Haringey Joint Strategic Needs Assessment (JSNA) http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna	Health indicators, Indices of Multiple Deprivation

Data about protected characteristics

Age

Haringey has a relatively young population with a quarter of the population under the age of 20, and 91% of the population aged under 65 (compared to 89% for London and 83% for England). Haringey's largest age group is the 30-34 group which makes up 11% of the population. The largest increase in age group between 2001 and 2011 comes in the 40-44 year olds, with a 2.3% increase since 2001. The largest decrease in age group comes in 25-29 year olds, with a 3.6% decrease.

Disability

There is no universal definition of disability. Here we use the Census data on long term health problem or disability and self reported health as a proxy. This shows that 14% of Haringey residents have a long term health problem that limits their day to day activity, lower than England but in line with London.

Gender reassignment

No data is available regarding gender reassignment.

Marriage and civil partnership

The 2011 Census indicated that 33.3% of Haringey residents aged 16 and over are married, while 43.2% of residents aged 16 and over are living as a couple.

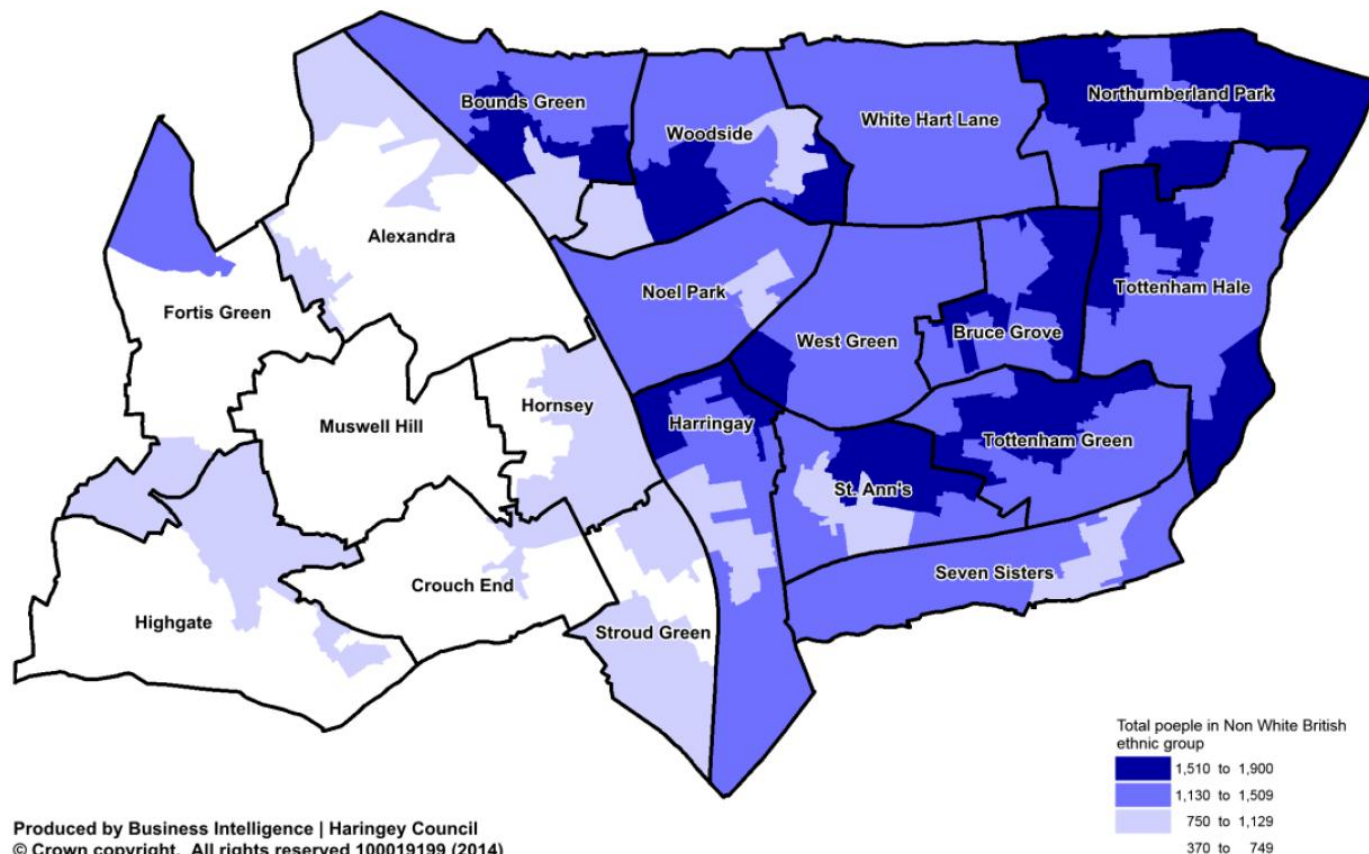
Pregnancy and maternity

Fertility rates measure the rate of live births amongst the fertile population (women aged 15-44 years). The rates in Haringey have increased consistently and there were 478 extra live births between 2002 and 2012. Previously the rates in Haringey were considerably higher than both London and England and Wales but recently it has fallen in line with both London and England. In 2012, fertility rates per 1,000 women in Haringey were 64.7 compared with 67.0 (London) and 64.9 (England). Teenage pregnancy rates at 20.9 per 1,000 have now fallen below the London (21.8 per 1,000) and England (24.3 per 1,000) averages.

Ethnicity

Haringey is the 5th most ethnically diverse borough in the country. Over 65% of residents come from non-White British communities, compared to 20% in England, and 55% for London. Residents in Non-White British ethnic groups tend to be situated in the east of the Borough. The following graph shows the proportion of non-White British ethnic groups across the Borough.

Total people in Non White British ethnic group
Haringey LSOAs
2011 Census



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Religion

Between 2001 and 2011, there was a 5.2% increase in the proportion of Haringey residents who stated they have no religion. The biggest increase in religion comes in the Muslim group, with a 0.3% increase from 3.5% in 2001 to 3.8% in 2011. The biggest decrease comes in the Christian group, with a 7.9% decrease from 48.8% in 2001 to 40.9% in 2011. Haringey has a higher proportion of Jewish residents than London (3% and 1.8% respectively)

Sex

In 2011, there was a shift towards a more equal number of males and females across the Borough, due to an increase in the male population.

Sexual orientation/identity

There is no borough level data for this category, and only London wide data. On the basis of the Integrated Household Survey, the Office for National Statistics (ONS) data suggests that in 2014, 1.6% of adults in the UK identified their sexual identity as lesbian, gay or bisexual. From a regional perspective, London had the highest proportion of adults identifying themselves as lesbian, gay or bisexual (2.6%). The ONS emphasises that the Integrated Household Survey is an experimental data source undergoing evaluation for inclusion in new official statistics.

Haringey has a higher proportion of couples in a registered same sex civil partnership than England and London. 0.6% (or 1,191 residents), compared to 0.2% for England and 0.4% for London.

Information about other themes likely to affect protected groups

Digital Inclusion

In 2013 the Greater London Authority (GLA) carried out research about internet access across London. Of those over 16, the study found that 94% of the London population had access to internet at home. Of those who access the internet in London 91% of people access the internet every day, or almost every day (UK average 85%). Only 1% of the population in London access the internet less than once a week. In 2015, the GLA carried out further research on internet access and looked into whether people aged 16 and over had ever used or never used the internet by a range of variables including age, ethnicity, pay, occupation, qualifications, and disability. In Haringey, it found that 13.1% of the population had never used the internet. In London for those aged 65-74, 22.7% had never used the internet. This increased to 63.55% for those over 65. Overall only 3.2% of 16-64 year olds had never used the internet. For the male population of London 93.5% of males have used the internet and 89.2% of females. Of those in employment, 98.4% have used the internet and 97.8% of those unemployed. Of those inactive 76.4% have used the internet.

In terms of disability, 74.6% of all disabled people in London have used the internet, 73.3% of DDA disabled and 96.8% of work-limiting disabled. Of those in London from Black or Ethnic Minority groups 91.3% have used the internet (8.7% having never accessed it).

In November 2014 the BBC carried out research to look at digital capabilities across the UK. The basic digital skills threshold is defined as: send and receive emails, use a search engine, browse the internet, and fill out an online application form. It found that in 2014 in London 80% of people have basic online skills, slightly lower than the UK average of 81%. This information was broken down into age groups with 52% of 65+ year olds in the UK not having basic digital skills.

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	Negative	Details	None – why?
Sex	Positive (see details)	The SCI is not expected to have a negative impact on this group.	The SCI aims to deliver overall improvements to all groups in the Borough and is not expected to have a negative impact in relation to this protected group.	
Gender Reassignment	Positive (see details)	The SCI is not expected to have a negative impact on this group.	The SCI aims to deliver overall improvements to all groups in the borough and is not expected to have a negative impact in relation to this protected group.	
Age	Positive for those who have digital capabilities. (see details)	Based on digital capabilities the age groups in which a higher percentage of people (52%) do not have basic digital skills are the 65+. In Haringey this age group accounts for approximately 9% of the population. So in Haringey the proportion of 65+ year olds who do not have digital capabilities is approximately 4.68% of the population.	Residents on the Planning Service's database and who are digitally enabled will be notified directly about planning applications. The emails are clear and provide direct links to relevant information. For those who are not digitally enabled, site notices will be placed in the appropriate locations and provide all relevant information. The format and colour of the notices will be reviewed.	

			<p>Overall, the use of site notices in place of letters will allow more people to be aware of proposed developments which may affect them.</p> <p>The SCI sets out measures to ensure effective engagement with older people as well as young people and children.</p>	
Disability	Positive (see details)	The proposals may impact those who have a disability and are in a single household who are not digitally enabled and/or unable to leave the house, and those who have a disability and are in a household with more than one person who is also not digitally enabled and/or able to leave the house. These are considered to be very small percentages of the population.	The numbers affected by the change in procedure is expected to be small. In addition, the overall benefits from the cost savings of sending letters balances in favour of the change in procedure. The SCI sets out measures to ensure effective engagement with residents with disabilities.	
Race & Ethnicity	Positive (see details)	The SCI is not expected to have a negative impact in comparison to the existing situation.	The Planning service will ensure that site notices and emails are clear and include details of where people can go for further information.	
Sexual Orientation	Positive (see details)	The SCI is not expected to have a negative impact	The SCI aims to deliver overall improvements to all	

		on this group.	groups in the borough and is not expected to have a negative impact in relation to this protected group.	
Religion or Belief (or No Belief)	Positive (see details)	The SCI is not expected to have a negative impact on this group.	The SCI aims to deliver overall improvements to all groups in the borough and is not expected to have a negative impact in relation to this protected group.	
Pregnancy & Maternity	Positive (see details)	The SCI is not expected to have a negative impact on this group.	The SCI aims to deliver overall improvements to all groups in the borough and is not expected to have a negative impact in relation to this protected group.	
Marriage and Civil Partnership	Positive (see details)	The SCI is not expected to have a negative impact on this group.	The SCI aims to deliver overall improvements to all groups in the borough and is not expected to have a negative impact in relation to this protected group.	

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>The changes proposed by the updated SCI, namely the cessation of sending letter notification of planning applications to neighbouring properties, may initially negatively impact on those residents who would have previously have received letters. However, it is expected that the change in procedure will have little or no impact on the response rate to planning applications, which in 2015/16 was 5%, despite the 161,309 consultation letters which were sent. The expected savings from not sending the consultation letters is likely to benefit the service as a whole.</p>	<p>1) Raising awareness over the changes To ensure that residents are informed of these changes, we will place notices on Haringey Council's website and on planning consultation letters before they are phased out, as well as by email to our database of community contacts</p> <p>2) Options for residents to receive notifications by alternative methods The Planning Service will undertake an update of its database of community contacts with the ultimate aim of linking this to the Council's geographic information system and being able to email contacts with planning application notifications. In addition, local residents also have the option to use the 'Notiz' smart phone app to be informed of planning applications in their local area.</p> <p>We will continue to raise awareness over opportunities to receive notifications on planning applications by email or phone.</p> <p>3) Adjustments to the format of site and email notifications Publicity of planning applications will meet the standard requirements as set out in the Town and Country Planning (Development Management Procedure) (England) Order 2015. Information on site notices, emails, letters (where relevant) and website will include:</p> <ul style="list-style-type: none"> a) the address or location of the proposed development; b) a description of the proposed development; (c) the date by which any representations about the application must be made, which must not be before the last day of the period of 14 days beginning with the date on which the information is published; (d) where and when the application may be inspected;

	<p>(e) how representations may be made about the application; and</p> <p>(f) that, in the case of a householder or minor commercial application, in the event of an appeal that proceeds by way of the expedited procedure, any representations made about the application will be passed to the Secretary of State and there will be no opportunity to make further representations.</p> <p>This information will be presented in an easy to read format using plain English. Site notices will be prominently positioned.</p> <p>4) Safeguards to accessibility of Development Management Forums The format of Development Management Forums is set out in the Council's Planning Protocol 2016. Developers will be expected to conduct these meetings in line with the key principles for effective engagement set out in the Chapter 3 of SCI. The minimum requirements for Development consultation are set out in Chapter 5 of the SCI and states that public meetings will be held in suitable locations and at suitable times of the day. These standards ensure that the process is transparent, effective, inclusive and accountable.</p> <p>5) Monitoring and oversight The effectiveness of the SCI will be monitored annually through the Authority Monitoring Report (AMR). This will assess consultation processes and outcomes and will identify areas in need of change or improvement.</p>
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Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
<p>The updated SCI was consulted for eight weeks from 10th August to 2nd October 2015. The consultation document set out the purpose for the update, the changes since the previous update, and details of how to respond to the consultation.</p> <p>The aim of the consultation was to seek the views and comments of the public and stakeholders on the proposed updates to enable the preparation of the final version of the document.</p> <p>The consultation involved press notices, a dedicated webpage on the Haringey website, email and letter notification to the planning consultation database, Twitter campaign, hard copies and relevant information in all public libraries and Civic Centre. In addition, a public consultation event was held on the 14th September 2015 in the Civic Centre.</p> <p>Public consultation on the document was carried out in accordance with the Council's adopted Statement of Community Involvement (2011). This included:</p> <ul style="list-style-type: none"> • Notification by letter/e-mail on 10th August 2015 to over 16,000 individuals and organisations registered on the planning consultation database; • Public notice placed in the local newspaper on 14th August 2015; • The SCI website was updated to include the relevant information relating to the consultation and the document; • Reference copies of the document were made available in all public libraries, at the Civic Centre and Planning Reception at River Park House, and on the Council's website; • Tweets from Haringey Twitter account; and • A public meeting to discuss the consultation held on 14th September 2015. <p>There was a relatively low response rate to the consultation, with only eight written responses and seven attendees at the public event.</p> <p>The consultation outcomes are set out in detail in the SCI consultation statement. The main issues raised in the responses related to consultation with the public on planning applications</p>	<p>Written responses were received from Historic England, Natural England, Thames Water, Transport for London, Highways England, Kingsley Park Residents Association, Highgate CAAC, and Highgate Society.</p> <p>The comments included a mix of support, factual corrections and suggestions of significant changes.</p> <p>The main issue raised at the public meeting related to the need for better communication and feedback. Suggestions were made as how to improve the Council's methodology.</p> <p>Those who responded to the consultation are statutory consultees and amenity groups who are actively involved in Planning in Haringey. The Council will use these established networks to widen its engagement during Planning consultations, with the aim to involve harder to reach groups. We will listen to consultation feedback in relation to how we can improve our methods of engagement.</p>

Stage 8 - Final impact analysis

The EqIA shows that protected groups are unlikely to be significantly negatively affected by the changes set out in the Statement of Community Involvement.

The EqIA shows that changes made to replace planning application consultation letters in the post with site notifications and alternative communication methods (email and phone apps) are not expected to have negative impact for the majority of residents. Data gathering has shown that most residents are digitally active and would be able to access email and phone notifications on planning applications. Site notifications can widen awareness of planning applications among the wider community that passes by the site, and not just the adjacent neighbours as per the present letter system.

However, the EqIA has highlighted risks that small minorities of residents may have difficulty in accessing site notifications or via email/phone if reasonable adjustments are not made (including those with limited visual sight, limited mobility, not digitally enabled or those with limited English – could impact on older age groups, those from ethnic minorities and disabilities). Notification information in emails, website and site notices, and letters (where relevant) will be presented in an easy to read format using plain English. Site notices will be prominently positioned. Members of the public can contact the Planning Customer Care Team or the Planning Policy Team for further information on any current or upcoming consultation, or Planning query.

Key to the success of the proposed notification methods, specifically the notification emails to the Planning Service's consultation database and the 'Notiz' smart phone app, is ensuring that people are aware of them and know how to use them. We will therefore have ongoing publicity of the electronic notification system and clear instructions on how to use them. To ensure that residents are informed of the changes, we will place notices on Haringey Council's website and on planning consultation letters before they are phased out, as well as by email to our database of community contacts.

To ensure that the Development Management Forums offer every opportunity for people to access the consultation events, the format of the meetings will be required to meet the standards set out in the Council's Planning Protocol 2016 as well as the key principles for effective engagement set out in the Chapter 3 of SCI, and the minimum requirements for Development consultation set out in Chapter 5 of the SCI. These standards ensure that the process is transparent, effective, inclusive and accountable.

The SCI itself will be monitored on a regular basis. This will ensure that we identify and make any necessary changes and further develop publicity methods to address any identified gaps in access to notifications.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director	Emma Williamson	Date of review	19/09/2016
Review approved by Director / Assistant Director		Date of review	

Stage 10 – Publication

Ensure the completed EqlA is published in accordance with the Council’s policy.

Report for: Cabinet 14th February 2017

Item number: 17

Title: Minor variations to land transactions at Tottenham Hale

Report

authorised by : Lyn Garner, Director of Regeneration Planning and Development

Lead Officer: Laura Bridges, Corporate Property and Major Projects
laura.bridges@haringey.gov.uk Telephone – 0203 489 4997

Ward(s) affected: Tottenham Hale

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

Monument Way – Land to be leased to Newlon

- 1.1 Cabinet approval was granted on 15th March 2016 for Council land at Monument Way to be disposed to Newlon Housing Trust under a long lease for the purpose of bringing forward a new development of affordable rented residential units.
- 1.2 The land to be demised to Newlon as reported to Cabinet in March 2016 is shown red verged on the plan in Appendix A.
- 1.3 The development proposed by Newlon Housing Trust has reached a more advanced design stage and now requires a small amount of additional housing land than reported to Cabinet in March 2016. The land required to be added to the demise is shown black hatched as part of a revised site plan in Appendix B.
- 1.4 Part of the site shown shaded orange on the plan in Appendix B is currently being acquired from Transport for London (TfL) referred to in the original Cabinet report. This will be completed prior and be included in the land to be demised to Newlon.

Plot 6 – Tottenham Hale Strategic Development Partnership

- 1.5 On 12th July 2016 Cabinet agreed to enter into a Strategic Development Partnership Agreement with Argent Related and;
- 1.6 Declared 10 sites in Tottenham Hale surplus to requirements and, subject to title investigations, that they be disposed of, and for the considerations as set out in draft Heads of Terms attached to the report, to Argent Related. The plan showing the 10 sites and attached to the Cabinet Report of 12 July 2016 is

attached in Appendix C. The sites included Plot 6, Tottenham Hale Bus Station, Bus Stand lands ("Plot 6).

- 1.7 The development proposed by Argent Related of its scheme has reached a more advanced design stage and now requires a slight variation to the site boundary of Plot 6. There will be no net change to total site area of Plot 6, as compared to that which was reported to Cabinet in July 2016. The land consisting of Plot 6 which is now required to be declared surplus to requirements and disposed of to Argent Related is shown edged on the plan attached in Appendix D.

2. Cabinet Member Introduction

- 2.1 The Housing Zone process gives the Council an opportunity to bring substantial resources to bear to deliver key place-making investments and to bring forward a substantial volume of new, quality homes of different sizes and tenures with a view to creating a truly sustainable, mixed community.
- 2.2 This report seeks to make minor variations to land transactions in order to make this vision a reality. We have made great progress in setting out an exciting vision for the future of the Tottenham Hale as London's next great affordable neighbourhood of choice, with a thriving district centre with new places to live, work, shop and enjoy.

3. Recommendations

- 3.1 It is recommended that members agree:

Monument Way

- a) To acquire the land (shown shaded orange on the plan in attached Appendix B) from TfL for no consideration for general fund purposes and that this land be included in the land to be disposed of to Newlon Housing Trust as agreed by Cabinet on 15 March 2016.
- b) To declare the additional housing land at the Monument Way site (shown hatched black within the revised site plan in attached Appendix B) surplus to requirements and that this land be included in the land to be disposed of to Newlon Housing Trust as agreed at Cabinet on 15th March 2016 .

Plot 6– Tottenham Hale Strategic Development Partnership

- c) To declare the revised Plot 6 site at Tottenham Hale (shown edged red on the site plan attached as Appendix D) surplus to requirements and to incorporate the revised Plot 6 land as part of the 10 sites to be disposed of to Argent Related, as agreed by Cabinet on 12 July 2016.

4. Reasons for decision

- 4.1 Cabinet has already decided on 15 March 2016 to dispose of the adjoining site at Monument Way and on 12 July 2016 Cabinet agreed to dispose of the original Plot 6 at Tottenham Hale. Both pieces of land lie within the Tottenham

Hale District Centre which is the first phase of the Tottenham Housing Zone and will be key to achieving long term sustainable regeneration in the area.

Monument Way

- 4.2 As Newlon Housing Trust have progressed designs for this site it has become clear that slightly more land is needed in order to achieve planning permission and deliver a viable scheme. The land required is shown hatched black in Appendix B and is held for housing purposes is a grass verge .
- 4.3 The Council are not in a position to undertake the development at Monument Way themselves due to insufficient resources and have been discussing with Newlon Housing Trust, as a preferred partner, the opportunity to take forward the development. The Council has recently acquired land from the adjoining school and is in process of finalising this acquisition with Transport for London in order to own the total site unencumbered.

Plot 6

- 4.4 Plot 6 at Tottenham Hale is within the Strategic Development Partnership Area, which aims to provide new mixed-use development at the heart of the District Centre.
- 4.5 As Argent Related have progressed designs for this site it has become clear that a variation to this plot of land is required, with 245m² removed towards the South of the site and 245m² added towards the North of the site. The land consisting of Plot 6 is currently held for highway purposes and is part of the Tottenham Hale Bus Station.

5. Alternative options considered

Monument Way

- 5.1 The Council could decide not to alter the land to be leased to Newlon at the Monument Way site. However as this additional area is required to achieve an efficient realignment of Fairbanks Road, this would result in the delivery of a sub-optimal scheme and may result in the scheme not being delivered at all.
- 5.2 The preferred option outlined in this Report is to amend the site boundary to include the additional land to facilitate the optimal scheme progressing.

Plot 6

- 5.3 The Council could decide not to alter Plot 6 and revert to the site boundary previously reported to Cabinet in July 2016. However this would result in the delivery of a sub-optimal scheme.
- 5.4 The preferred option outlined in this Report is to amend the site boundary to the original Plot 6 to facilitate the optimal scheme progressing.

6. Background information

Strategic Context

- 6.1 Tottenham is a major regeneration area for Haringey and London. The Tottenham Strategic Regeneration Framework (SRF), approved by Cabinet on 18th March 2014, identifies Tottenham Hale as being London's next great neighbourhood and sets out an ambitious vision for the transformation of this area.
- 6.2 The Haringey Local Plan: Strategic Policies and emerging Tottenham Area Action Plan (AAP) (approved at Full Council on 23 November 2015 to be submitted for Examination in Public consequent to Regulation 19 in 2016) include ambitious targets of 5,000 homes and 4,000 jobs to be delivered in Tottenham Hale across a number of specific development sites.

Monument Way

- 6.3 The Monument Way site is part of site TH 10: Welbourne Centre & Monument Way in the AAP and has been identified as being suitable for housing and other uses. This report relates to the Monument Way site and not the Welbourne Centre site. This site comprises Fairbanks Road, a linear strip of grass and a small car park with a brick wall on the southern boundary. Fairbanks Road provides access into Chestnut Estate, which comprises two and three storey terraced housing managed by Homes for Haringey. To the south of the brick wall is a linear strip of land that provides a pedestrian footpath adjacent to a tree lined grass verge fronting Monument Way, currently in Transport for London's ownership but shortly to be transferred to Council ownership.
- 6.4 There has been specific engagement with residents in Chestnut Estate, noting a number of priorities for residents regarding the Monument Way site, including affordability, density and building heights, open space, a retained brick wall, a retained footpath and cycle route and parking. Newlon has shown to be responsive to these concerns in plans developed for the site and through the proposed delivery of new terraced units joining the end of existing terraces, with space made through the realignment of Fairbanks Road and relocated parking.
- 6.5 Cabinet agreed on 15th March 2016 to declare the Monument Way site surplus to requirements and to authorise its disposal to Newlon Housing Trust for the sum set out and on the terms set out in the Heads of Terms attached to that report as Part B. Cabinet noted the intention to acquire land at the end of Fairbanks Road from Holy Trinity School and indicated land along Monument Way from Transport for London and to dispose to Newlon Housing Trust on the basis that the disposal is likely to contribute to the achievement of the promotion or improvement of the economic or social or the environmental well being of the area. Delegated authority was given to the Director of Regeneration Planning and Development after consultation with the Section 151 Officer and Cabinet Member for Housing and Regeneration to agree the final details of the Heads of Terms and contract documentations.

Plot 6

- 6.6 The Plot 6 site is part of site TH 4: Station Square West and has been identified as being suitable for residential and other District Centre uses, with the creation of high quality public realm including the extension of Ashley Road as the primary route through the site and a new active use facing the Tottenham Hale bus station. The current use of the site is retail, restaurants, employment land, hotel and garage. Plot 6 comprises highways land on the eastern boundary of the site, as part of the current Tottenham Hale Bus Station, which will be reorganised to free up the land shaded red in the attached Appendix D to be included in comprehensive redevelopment. This land is currently under Council ownership.
- 6.7 It was agreed at Cabinet on 12th July 2016 to enter into a Strategic Development Partnership Agreement with Argent Related and to grant delegated authority to the Director of Regeneration, Planning and Development in consultation with the Chief Operating Officer, the AD Corporate Property and Major Projects and the Assistant Director of Corporate Governance and after consultation with the Lead Member for Housing, Regeneration and Planning and the Leader Member for Finance and Health to agree the final Heads of Terms and the final contract, and;
- 6.8 That 10 sites in Tottenham Hale be declared surplus to requirements and, subject to title investigations, be disposed of, and for the considerations as set out in draft Heads of Terms, to Argent Related. This included Plot 6, Tottenham Hale Bus Station, Bus Stand lands ("Plot 6"). The land to be declared surplus to requirements and disposed of to Argent Related as reported to Cabinet in July 2016 is outlined in Appendix C.

Best Consideration

- 6.9 The land at Monument Way includes the acquisition from TfL. This is part of a wider deal which was reported to Cabinet on March 2016. This land acquisition is to be transacted at nil fee. The additional land is required by Newlon following discussion with planning and through local engagement of the community. The land adds no additional value to the scheme and is to be sold at nil value.
- 6.10 Plot 6 which forms part of the Tottenham Hale SDP is not adding any additional land to the overall deal with Argent Related. As the value for this site in the SDP Agreement is based on an apportionment of overall site area there is no impact on the original commercial terms.

7. Contribution to strategic outcomes

- 7.1 The recommendations in this report are related to a number of Council wide corporate policies and priorities and will help deliver the Council's priorities as set out in the Corporate Plan 2015-2018: building a stronger Haringey together and in the draft Housing Strategy. In particular, the affordable rented homes in this proposed development will support delivery of the Council's target for affordable housing in the borough.

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

Finance

Corporate Finance notes the recommendations in this report and that, as the previous Cabinet decisions have been very slightly altered, there is no change to the financial implications as previous approved. There is no impact on maintenance costs and a report from GVA has concluded there is no negative impacts on valuations.

Corporate Finance therefore have no further comments.

Procurement

The Corporate Procurement Unit notes the recommendations in this report and that there is no input from procurement required.

Legal

Monument way

The land to be declared surplus and disposed to Newlon Housing Trust is adjacent to the land authorised for disposal by Cabinet on 15 March 2016 and is held for housing purposes. The Council may dispose of land held for housing purposes under section 32 of the Housing Act 1985. Where the land is vacant the Council can rely on the General Consent for Disposal of Land held for the purposes of Part II of the Housing Act 1985-2013.

Land acquisition from TFL

The Council has the power to acquire land for any of its purposes under section 120 of the Local Government Act 1972

Plot 6

There are no legal issues with varying the red boundary of Plot 6.

Equality

- 8.1 The overall Tottenham Hale Delivery Framework recognises the need for engagement with residents and service users likely to be impacted by development proposals, including the need to engage with groups that share the protected characteristics and may be harder to engage. Delivery partners are expected to engage positively and proactively with the community and to support the community throughout the period of development including minimising the impact of disruption from construction works wherever possible.
- 8.2 An EqIA submitted to Cabinet in March 2016 concluded that the impact of the disposal of the Monument Way site and development for a scheme which delivered a level of affordable rent units which is considerably higher than current policy requirements is generally considered to be positive as it delivers much needed affordable rent homes in Tottenham Hale as well as provides an opportunity to improve the amenity along Monument Way. It is not expected

that the minor variation of land detailed in this report materially changes this impact.

- 8.3 An EqlA informed the Cabinet's decision on the 9th February 2016 to adopt the Tottenham Hale District Centre Framework and accompanying strategies. This EqlA was in turn considered in conjunction with the July 2016 Cabinet decision to enter into the proposed Strategic Development Partnership, as it proposed arrangements to be tasked with the delivery of key parts of the Tottenham Hale District Centre in line with these strategies. The EqlA identified that all groups of residents should benefit from the proposals set out, including improved transport links and the local network of streets, improvements in access to green open spaces and new public spaces, a mixture of new housing developments and plans to increase jobs and training opportunities in the area.

9. Use of Appendices

Appendix A – Site plan, Monument Way (as reported to Cabinet March 2016)

Appendix B – Site Plan, Monument Way (showing increased area, shaded in red)

Appendix C – Plot 6 , Tottenham Hale Bus Station – Bus Station lands (as reported to Cabinet July 2016)

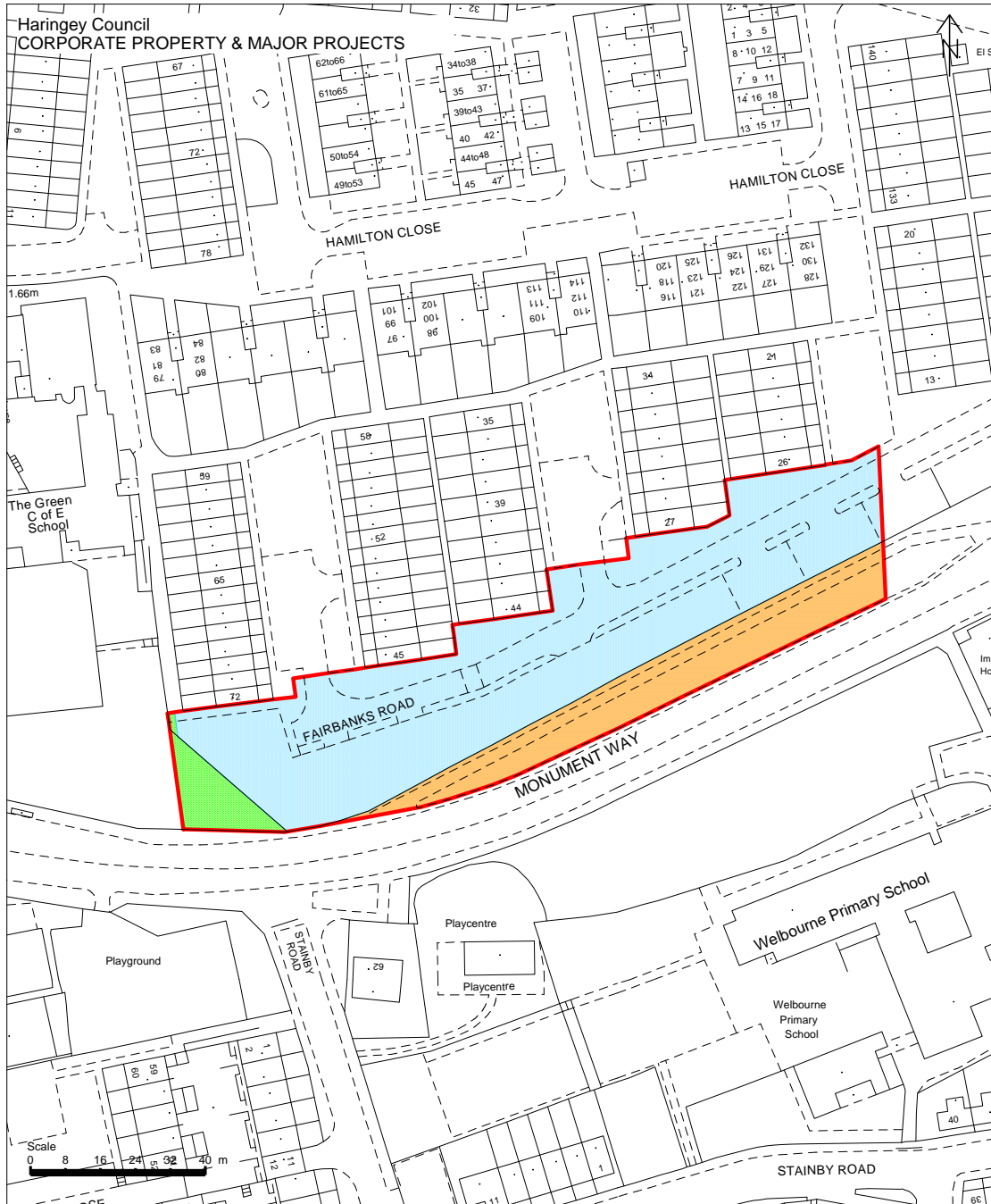
Appendix D – Plot 6 , Tottenham Hale Bus Station – Bus Station lands (revised)

Appendix E – Plot 6 , Tottenham Hale Bus Station – Bus Station lands (showing altered areas)

10. Local Government (Access to Information) Act 1985

- Tottenham Strategic Regeneration Framework (SRF), approved by Cabinet on 18th March 2014
- Haringey Local Plan: Strategic Policies
- Tottenham Area Action Plan (Pre submission version January 2016)
- Tottenham Hale District Centre Framework and supporting strategies, adopted by Cabinet 9 February 2016

Appendix A – Site Plan



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Development Site
Fairbanks Road
Tottenham
LONDON
N17

Red verging - Development site
Blue shading - Haringey Council ownership
Green shading - Holy Trinity School ownership
Orange shading - TfL ownership

Site Area : 0.5849 hectare

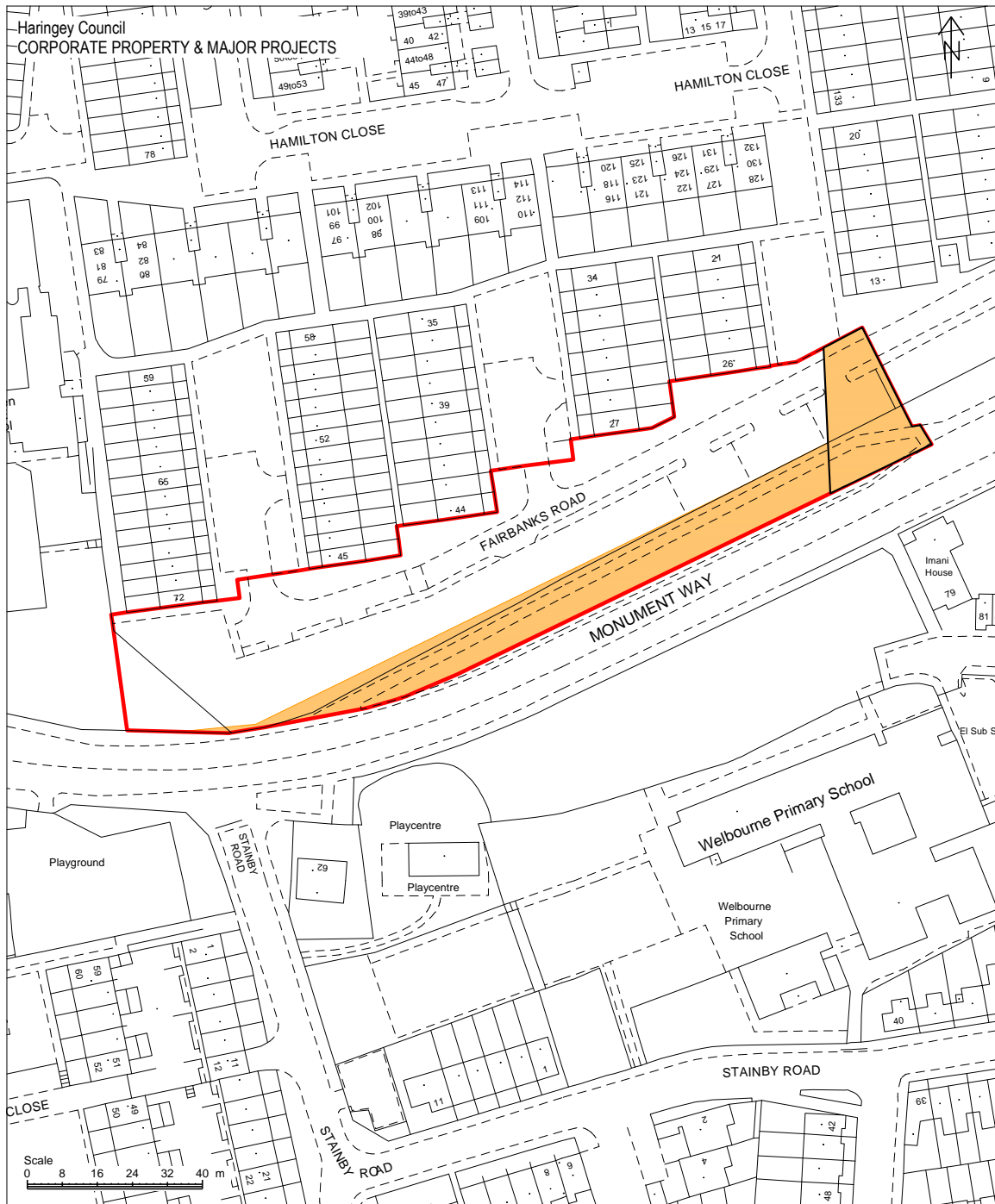
Overlay : HSS - misc.

Scale 1:1250

Plan produced by Janice Dabinett on 18/02/2016

Drawing No. BVES A4 2778b

Appendix B – Site Plan



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Revised site - Land to be leased to Newlon
Monument Way/Fairbanks Road
Tottenham
LONDON
N17

Red verging - Revised Site to be leased to Newlon 6254m2
Black hatching - Land added to original site area 527m2
Orange shading - Land acquired from TfL 1568m2

Deed document no. : 5280

LR title no. : NGL298625

Site Area (hectares) : 0.6254 ha

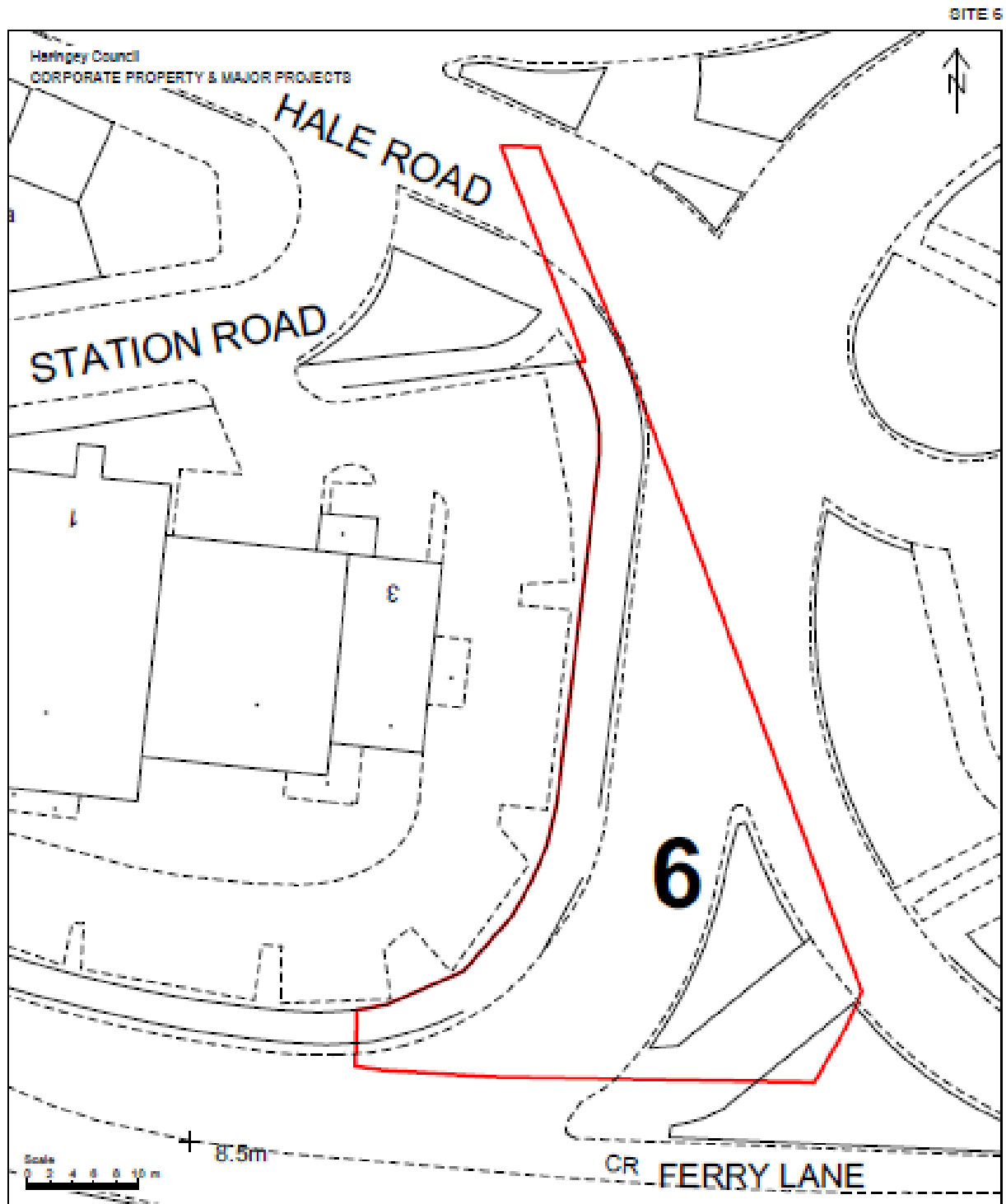
Scale 1:1250

Drawing No. BVES A4 2778q V2

Overlay : HSS - misc.

Plan produced by Janice Dabinett on 20/01/2017

Appendix C - Site Plan



Tottenham Hale Bus Station - Bus Stand lands
Tottenham
LONDON
N17

Red verging - Extent of site

Deed document no. : Watermead Way acquisition, Adopted
highway, 2150, 2166

LR title no. : EGL334111, EGL295699, Unregistered,
NGL149661, NGL147422

Site Area : 2834 m2

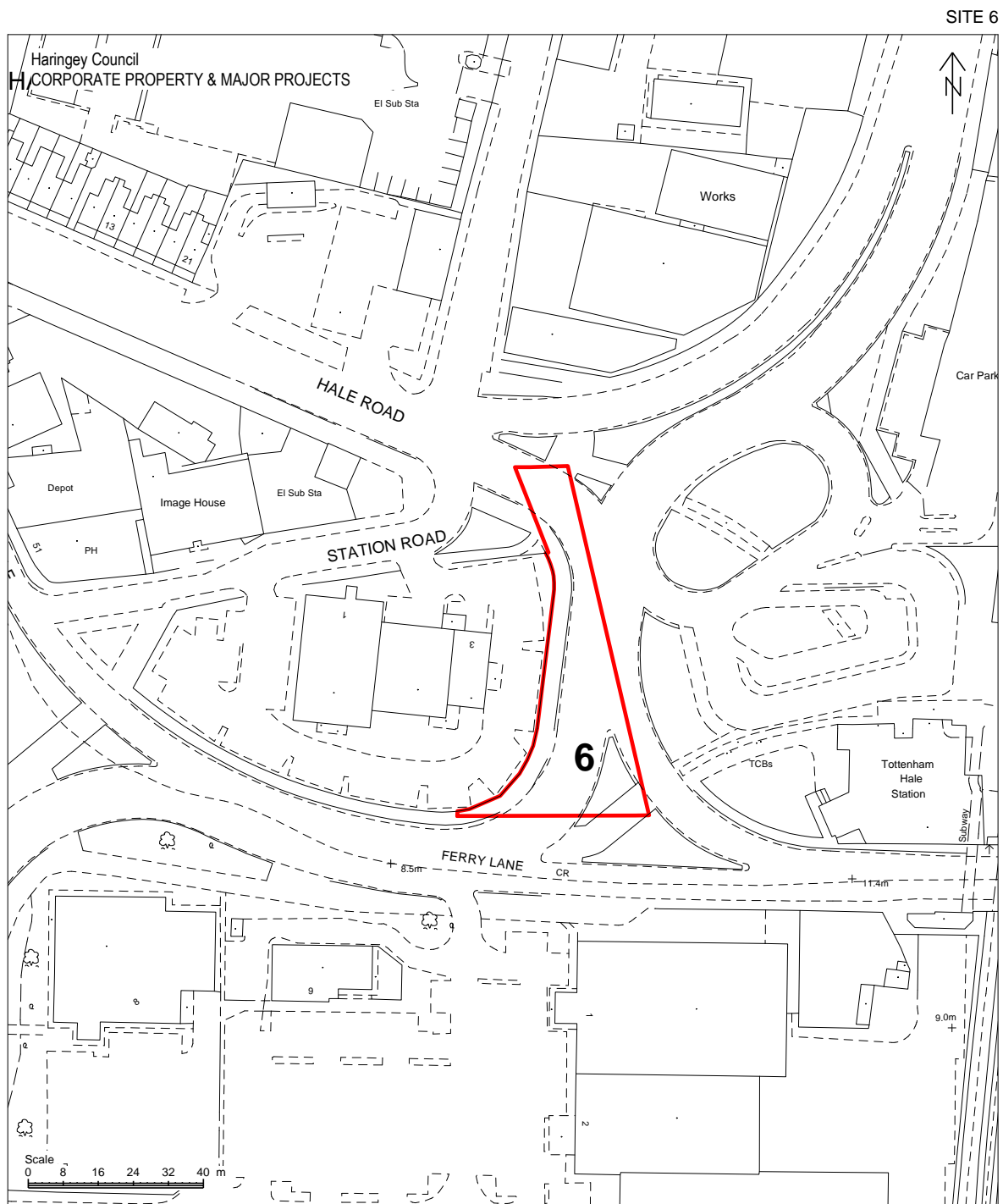
Overlay : RegenJAD

Scale : 1:500

Plan produced by Janice Dabinett on 17/06/2016

Drawing No. BVE3/A4 2834e Revision 1

Appendix D – Site Plan



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Tottenham Hale Bus Station - Bus Stand lands
Tottenham
LONDON
N17

Red verging - Extent of site

Deed document no. : Watermead Way acquisition, Adopted
highway, 2150,2166,418,2169

LR title no. : EGL334111, EGL295699, Unregistered,
NGL149661, NGL147422, MX333622, NGL167014

Site Area : 1347 m2

Overlay : RegenJAD

Scale 1:1250

Plan produced by Janice Dabinett on 19/01/2017

Drawing No. BVES A4 2834e Revision 2

Appendix E – Site Plan



Report for: Cabinet – 14th February 2017

Item number: 18

Title: Leaseholder Property Insurance Arrangements

Report

authorised by : Bernie Ryan
AD Corporate Governance

Lead Officer: Anne Woods
Head of Audit and Risk Management
Ext: 5973
Email: anne.woods@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 To inform the Cabinet of the procurement process undertaken to appoint a provider for the Leaseholders' Property Insurance Service from 1 April 2017 for 3 years with an option to extend for a further 2 years, in accordance with the OJEU notice (reference 2016/S 187-335573)

2. Cabinet Member Introduction

- 2.1 I concur with the recommendation of this report. This recommendation is based on cost efficiency and service delivery.

3. Recommendation

- 3.1 That in accordance with Contract Standing Order 9.07.1(d) the Cabinet approves the award of the contract for the provision of the the Leaseholder Property Insurance Service from 1 April 2017 for a maximum term of 5 years, on a 3 + 2 year basis, to Ocaso S.A. UK Branch.

4. Reasons for decision

- 4.1 The current insurance contract commenced on 1 April 2014 and was based on a 3 year agreement, with an option to extend by a further 2 years. Due to the substantially deteriorating claims experience over the existing contract period, the current insurers declined to extend the current contract at existing premium rates. It is necessary to ensure that the new contract is in place from 1 April 2017, to avoid any gap in insurance cover for the Council and leaseholders.

5. Alternative options considered

- 5.1 Haringey, along with eight other London boroughs (Croydon, Camden, Harrow, Islington, Kingston-upon-Thames, Lambeth, Sutton and Tower Hamlets) work as a formal consortium, Insurance London Consortium (ILC), to share best practice in Risk Management and to procure insurance services. In the case of the Leaseholder insurance contracts, these were tendered via the ILC and

awarded on 1 April 2014; Haringey were the only authority placed with the current provider, based on price and quality considerations, and the ILC will only re-tender its leaseholder contracts in two years time. It was therefore necessary to undertake a stand alone tender process, outside the ILC, which was managed in-house via the Council's online tender portal, with support from the ILC external insurance advisors.

- 5.2 There is no framework available to use for leaseholder insurance provision. Procurement of stand alone cover for leaseholder insurance, via an OJEU tender, is therefore the only remaining option available to the Council.

6. Background information

- 6.1 The current insurance contract commenced on 1 April 2014 and was arranged as part of the Insurance London Consortium (ILC) tender process. This was based on a 3 year agreement, with an option to extend by a further 2 years. Haringey Council's leaseholder cover was placed with a different provider to the remaining ILC members based on the outcome of the tender evaluation process. Due to the deteriorating claims experience, the current insurers formally declined to extend Haringey's contract at existing premium rates.
- 6.2 As a result of the current insurer's decision to decline the contract extension at existing rates, and the remaining ILC members not due to re-tender for a further two years, Haringey needed to purchase stand-alone leaseholder cover.
- 6.3 A project group was formed to manage the tender process which consisted of the Council's Risk and Insurance Manager and the ILC's external insurance advisors. The project group have been meeting on a regular basis to complete the procurement process including drafting and agreeing all tender documents; the invitation to tender; specification; insurance policy wordings; and the contract evaluation criteria.
- 6.4 Contract monitoring will be ongoing; and will include monthly monitoring reports and monitoring review meetings with the providers every 6 months. The Council's Risk and Insurance Manager will ensure that key risk areas are identified and reviewed with the provider to ensure that claims experience can be managed more pro-actively in the new contract.
- 6.5 Historically, the ILC tenders have been run as open tenders. For the last leaseholder insurance tender, the Crown Commercial Services framework (Pro 5 Insurance Framework) was used but this resulted in reduced competition compared to previous tenders. As a result, for this tender, the Council has reverted to using the OJEU open process.
- 6.6 Tenders for the provision of the Leaseholder Property Insurance Services were invited via the publication of a contract notice in the Official Journal of the European Union (OJEU) on 23 September 2016, reference 2016/S 187-335573.
- 6.7 A full consultation process with leaseholders was carried out in compliance with statutory leaseholder legislation and requirements. Homes for Haringey's Home Ownership Team assisted in managing the leaseholder consultation process for this tender.

- 6.8 The tender evaluation exercise was completed by the project group. The project group determined and agreed evaluation criteria which would be applied to all compliant bids received. The agreed evaluation criteria is set out in Table 1 below:

Table 1

Criteria	Evaluation Weighting
Price	70%
Quality	30%

- 6.9 Providers were required to return tenders by the deadline of 24 October 2016. All bids were reviewed initially to confirm that they complied with the tender specification and were therefore able to be formally evaluated.
- 6.10 Two bids were received via Haringey's e-tendering portal by the deadline of 24 October 2016. The Price and Quality scores were combined and the outcomes were as follows:

Table 2

Bidder	Price (maximum 700)	Quality (maximum 300)	Total (maximum 1000)
Ocaso S.A. UK Branch	700	250	950
Bidder 2	236	200	436

- 6.11 Although the two bids were assessed as being compliant, the project group concluded that Bidder 2 fell below the required quality and value for money standards and therefore could not recommend acceptance. Bidder 1 met all quality and value for money standards and it is therefore recommended the contract be awarded to Ocaso S.A UK Branch. The contract is for a minimum of 36 months (3 years) with the option to extend on an annual basis after three years, up to a maximum of 60 months (5 years).
- 6.12 The total cost of the insurance policy for the 2017/18 financial year is £1,218,879.

7. Contribution to strategic outcomes

- 7.1 By undertaking a competitive open tender process, following the termination of the current contract, the value for money objectives of the Council and its leaseholders have continued to be met.

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

8.1 Chief Finance Officer

- 8.1.1 The Council's Contract Standing Orders state that a contract for supplies and services exceeding £500k is a key decision which should be included in the Council's Forward Plan and approved by the Council's Cabinet Committee.

- 8.1.2 There is no cost to the Council in relation to this contract. Haringey Council will pay the insurer in full and then recharge individual premiums to each leaseholder. This recharge process is managed by Homes for Haringey.

8.2 Head of Procurement

- 8.2.1 A compliant procurement exercise has been undertaken in accordance with CSO 9.01.2 with a clear successful bid; therefore Procurement supports the recommendations stated in this report.

8.3 Legal

- 8.3.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 8.3.2 This is a key decision and the Service have confirmed this is on the Forward Plan in accordance with CSO 9.07.1(e).
- 8.3.3 The Assistant Director sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality

- 8.4.1 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:
- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - advance equality of opportunity between people who share those protected characteristics and people who do not;
 - foster good relations between people who share those characteristics and people who do not.
- 8.4.2 As contracted provider of Haringey Council, the awarded insurance services will be required to demonstrate a strong commitment to equality and fairness in their actions and work practices, and adherence to the Equality Act 2010.
- 8.4.3 This report deals with the Council's Leasehold insurance arrangements; continued improvements in managing insurance policies and risk management will therefore improve services to the Council and its leaseholders.

9. Use of Appendices

Appendix A – Tender Evaluation Financial Report (exempt).

10. Local Government (Access to Information) Act 1985

Appendix A – Tender Evaluation Financial Report (exempt)

This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12A of the Local Government Act 1972): paragraph 3.

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MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON MONDAY, 23RD JANUARY, 2017, 14:30.

PRESENT

Councillor Alan Strickland, Cabinet Member for Housing, Regeneration and Planning

41. FILMING AT MEETINGS

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

42. URGENT BUSINESS

None.

43. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

44. SALE OF LAND TO SANCTUARY HOUSING ASSOCIATION TO ENABLE PHASE 2 OF THE INFILL DEVELOPMENT PROGRAMME

RESOLVED

The Cabinet Member considered the report, which sought approval for the disposal of up to 20 small Council infill sites to Sanctuary Housing Association, as the Council's preferred developer following a competitive process.

- I. To declare surplus to requirements and to dispose of 20 sites to Sanctuary Housing Association for the purposes of enabling development to increase housing supply. The sale contract for these sites to be subject to obtaining planning consent; compliance with Secretary of State Consent for disposal requirements (if required); and obtaining market value for the land and based on the (draft) Heads of terms set out in Appendix 3. The Council will receive 100% nomination rights for affordable rented homes subsequently developed on these sites and any intermediate affordable homes will be marketed to borough priority groups which will include existing Council and Registered Provider tenants within Haringey.

- II. The agreement with Sanctuary Housing to include a provision to substitute other suitable infill sites (being vacant HRA land), the cumulative market value land receipt for any such substitute sites to be less than £500,000, should any of the 20 sites within the current portfolio fail to proceed following further site and planning due diligence. This decision to be delegated to the Director of Regeneration, Planning and Development after consultation with the Cabinet Member for Housing Regeneration and Planning.
- III. That the agreement of final heads of terms and price for each site is delegated to the Director of Regeneration Planning and Development after consultation with the S151 Officer and Cabinet Member for Housing Regeneration and Planning.

Reasons for decision

There is an acute shortage of housing supply, particularly of affordable housing, in Haringey and the borough has identified a portfolio of 20 potential development sites within its ownership to help address this shortage.

The Housing Revenue Account budget is under pressure due to the 2016-20 1% per year rent reduction and the proposed High-Value Voids Levy to fund the Right to Buy extension for housing association.

Haringey operates a Preferred Partner List of Registered Providers (a small number chosen for their strategic fit with the Council and their development capacity) to work in partnership with the borough to ensure the quality of new developments and day to day management are delivered to the highest standards.

Registered Providers have the development capacity and expertise to efficiently deliver housing on these sites and disposal to a Preferred Partner would transfer any funding requirement (other than potentially some borough Right to Buy Grant for affordable rented accommodation if applicable) and development risk away from the Council whilst maintaining 100% Council nomination rights for the affordable housing delivered. Registered Providers (RPs) are development- focused and resourced to speedily obtain planning consent and commence delivery of the homes.

In order to enable site due diligence and design work to commence quickly, it is proposed to exchange contracts on all sites within this portfolio early in the New Year. This exchange will be subject to obtaining planning consent for a viable and deliverable scheme; complying with any requirement for Secretary of State Consent to the disposal and the Council being satisfied that it has received market value for the land value taking into consideration the unit and tenure mix.

Planning consent is required prior to disposal to protect the borough's position in obtaining market value for the land value, given that it is the planning consent that will create this value.

The Council expects the dwellings on these sites to be delivered within a reasonable timescale and the Council will have a legal Option to re-purchase the site should there be unreasonable delay due to Sanctuary Housing not progressing development proposals in a timely manner.

The valuation of the land will be based upon the tenure and unit mix achieved at planning consent. Sanctuary Housing has committed to a minimum of 50% of all units across the sites portfolio to be affordable dwellings .Whilst this percentage significantly exceeds planning policy, the demand for affordable housing and shortage of supply is such that it is considered of greatest value to the Council to maximise affordable housing provision beyond the 50% level. This will be reflected in the value of the land at the point of sale and will need to reflect market value at the time.

Alternative options considered

To sell on the open market:

This option would provide a capital land receipt, however the vast majority of these small infill sites will yield less than 10 units and as such fall below the planning threshold for the delivery of affordable housing. In addition to little or no affordable provision, this option would result in an unknown landlord immediately adjacent to our existing stock, potentially sharing access and external amenity areas and would not give the confidence in consistently high management standards compared to a trusted Preferred Partner Registered Provider.

The Council to develop:

The Council has a phase 1 infill programme in construction. Since this programme was approved, significant constraints have been placed upon the HRA budget including the 2016-20 1% per year rent reduction and the proposed High-Value Property Levy to fund Right to Buy. It is considered that an RP can procure planning and construction more efficiently than the Council and will fund the projects and take development risk whilst the Council will retain 100% Nomination rights to the affordable properties.

45. NEW ITEMS OF URGENT BUSINESS

None.

46. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the reminder of the meeting as the items contained exempt information, as defined under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

47. SALE OF LAND TO SANCTUARY HOUSING ASSOCIATION TO ENABLE PHASE 2 OF THE INFILL DEVELOPMENT PROGRAMME

The Cabinet Member noted the exempt section of the report.

48. NEW ITEMS OF EXEMPT URGENT BUSINESS

N/A.

CHAIR:

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 24TH JANUARY, 2017,13:00

PRESENT: Councillor Bernice Vanier (Chair)

49. FILMING AT MEETINGS

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

50. URGENT BUSINESS

None.

51. DECLARATIONS OF INTEREST

There were no Declarations of Interests.

52. CUSTOMER PLATFORM CONTRACT VARIATION - EXTENSION AND COST REDUCTION

The Cabinet Member considered an extension and variation to the Customer Platform Contract. The existing contract had been in place since March 2016 with a contract term of 3 years and an option to extend for a further two periods of one year. The report sought Cabinet Member approval to extend the contract with Agilisys for both optional years, through to March 2020.

RESOLVED

- I. To approve, in accordance with Contract Standing Order (CSO) 10.02.1(b), the extension of the Council's Customer Platform Contract with Agilisys Limited for two further years, 2018/19 and 2019/20, for a value of a further £280k.
- II. To approve, in accordance with Contract Standing Order (CSO) 10.02.1(b), the variations to the contract outlined in paragraphs 4.1 to 4.4 of the report with a consequential reduction from the initially envisaged overall 5-year contract value by £782k (see paragraphs 4.8 and 4.9 of the report and the Exempt report).

Reasons for decision

Whereas the Customer Platform contract included a broad scope of functionality, the Council's definitive requirements became more focussed throughout the implementation phases, informed by organisational changes such as the Council's transformation programmes in Adults and Children and Young People's Services, the renewal of the Council's contract with Homes for Haringey and the setting up of the Shared Digital service for Camden, Haringey and Islington.

The Council and supplier have been working to agree on the final changes as well as an appropriate reduction of the implementation and ongoing support costs under the contract to reflect the changes as well as to obtain better value for money for the optional years.

Cabinet agreed the existing contract with Agilisys in January 15 for 3 years through to March 18, at a cost of £1735k for the initial 3-year contract term with an option to extend for a further two years costed at the time at £848k, giving a full anticipated 5 years cost of £2583k.

Funding for years one and two of the contract comes from the Customer Service Transformation Programme capital budget. Year 3 requires revenue budget funding which Customer Services and Libraries have bid to have included in their budgets. The optional contract years would also require funding from the revenue budget.

Following rescope efforts, Agilisys have offered a Year 3 cost reduction and have made an attractive proposition on the further two year contract extension that would bring the total five-year cost of the contract down by £782k from £2583k to £1801k. Some of the cost reduction is a result of not implementing some of the original products and services in My Account while agreeing new features in other areas, such as better customer data via Insight.

Alternative options considered

Do nothing:

If no changes were made to the current contract with Agilisys, the Council would be liable for higher year two implementation costs and higher year three support costs than now proposed (see further details in the Exempt Information), and would need to decide on decommissioning, extension or a replacement solution this year in advance of the contract end date of March 2018.

With over 35,000 customers using our online account, it is highly unlikely that we will cease use of this digital channel over the recommended extension period given we have invested heavily over the last few years to achieve this.

The digital platform for customer services and its customers / residents is fundamental to us reducing face to face and telephony contact.

Merging or switching to Camden or Islington's solution facilitated by the Shared Digital service:

Shared Digital is reviewing applications in use across the three Councils, including the equivalents of My Account in Camden and Islington. Personnel from Haringey are working with Camden and Islington colleagues to compare each offer and share learning in this area. Any potential converging of technologies would only be implemented after the initial three year contract term and would benefit from the stability of an incumbent supplier. See section 8 of the report for comments from the Chief Digital Information Officer (CDIO) for Shared Digital.

In addition to shared technologies, any future proposed shared service arrangements for customer services is at least 2 years away and therefore Haringey would have to extend the current arrangement with Agilisys in 2018 and at that point we would be unlikely to obtain such a favourable cost reduction offer from Agilisys.

Procure a new maintenance & support provider:

My Account is an Agilisys product and is not available from any other supplier; neither can it be transferred to be supported by another supplier. Agilisys provide the My Account Customer Platform for Haringey as 'software as a service' and the availability, support and maintenance of My Account is only available from Agilisys.

53. NEW ITEMS OF URGENT BUSINESS

None.

54. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the items contained exempt information, as defined under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

55. CUSTOMER PLATFORM CONTRACT VARIATION - EXTENSION AND COST REDUCTION

The Cabinet Member noted the Exempt section of the report.

56. NEW ITEMS OF EXEMPT URGENT BUSINESS

N/A

CHAIR: Councillor Bernice Vanier

Signed by Chair

Date

Report for: Cabinet 14 February 2017

Item number: 20

Title: Delegated Decisions and Significant Actions

Report

authorised by : Nick Walkley, Chief Executive

Bernie Ryan AD Corporate Governance

Lead Officer: Ayshe Simsek

Ward(s) affected: Non applicable

Report for Key/

Non Key Decision: Information

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Reasons for decision

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of “particular significance”, to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or
- (b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

5. Alternative options considered

Not applicable

6. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

7. Contribution to strategic outcomes

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council’s transparency agenda.

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

Where appropriate these are contained in the individual delegations.

9. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

10. Local Government (Access to Information) Act 1985

Background Papers

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

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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DIRECTOR OF (insert name of Service Area)

Significant decisions - Delegated Action - For Reporting to Cabinet on 14th February 2017

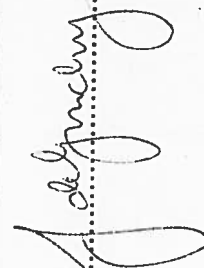
♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30 Jan 2017	Award of Contract for Provision of Breastfeeding Peer Support Service	The Director of Public Health approved the award of contract to Breastfeeding Network for a period of 19 months commencing 1 st September 2016 to 31 st March 2018. The total cost of the service for the period of 19 Months will be £110,800.21

Delegated Action

Type	Number
The Director of Public Health has approved the variation in price to the allocated funding of the contract awarded to Whittington Health NHS Trusts for the provision of the Oral Health Promotion service in year 1 by £5,400 from £77,000 to £82,400 to increase provision from 6 to 7 of the 10 eligible schools in the most deprived areas of the borough (Noel Park Primary school) – approved Monday 30 January 2017	1
The Director of Public Health has agreed to waive the requirement to follow the requests for quotes procedure under Contract Standing Order (CSO) 8.03 and award the contract for the provision of HENRY parent programme for a period of twenty four months, commencing from 1 st April 2016 to 31 st March 2018 with provision for extension for one year. The maximum value of the contract will be £75k – approved 6 February 2017	2

Director Signature Date.....6 Feb. 2017.....



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DIRECTOR OF Regeneration, Planning & Development

Significant decisions - Delegated Action - For Reporting to Cabinet on 14th February 2017

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
♦ 1.	23.01.17	Authority to enter into the Tottenham Housing Zone Phase 2 (North Tottenham) Overarching Borough Agreement with the Greater London Authority (GLA)	For the Chief Operating Officer to agree to enter into the North Tottenham Housing Zone Overarching Borough Agreement with the GLA.
♦ 2.	31.01.17	Project Management Services for management of the Hornsey Town Hall project	Request for approval of a variation to a Contract approved in March 2016 (the "Contract") in accordance with Contract Standing Order (CSO) 10.02.1(a)
3.			
4.			

Delegated Action

Type	Number

Director/Assistant Director Signature



Date 06.02.17

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DIRECTOR OF Commissioning

Significant decisions - Delegated Action - For Reporting to Cabinet on 14th February 2017

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	26/01/2017	Award for receipt of Grant by the Council) to New Choices for Youth for the Haringey Young Leaders Project for the period of one year from 1st April 2016 – 31st March 2017.	Each year, the Home Office awards 'Prevent' project grants to priority boroughs to support awareness raising, prevention and intervention work around radicalisation and extremism. The Home Office assesses each Local Authority to give a funding recommendation based on area needs, such as demographics, population size and extremist activity within the borough, which warrant a higher level of funding for priority boroughs. The Young Leaders Project has been provided by New Choices for Youth in other boroughs, thus the organisation has specialised experience in Prevent awareness work, and has been approved by the Home Office to deliver projects as part of the Prevent Strategy.
2.	17/10/2016	Homes From Hospital Contract	To award the contract for Homes to Hospital to the Bridge Renewal Trust. The new contract shall run for a period of 2 years, commencing from 1 st January 2017 to 31 st December 2018 with an option to extend for a further year.
3.	20 th January 2017	Award of contract for the provision of Blind and visually impaired adults service	To award the contract for the provision of Blind and Visually Impaired Adults Service to Haringey Phoenix Group. The contract is for a period of one year, commencing from 1 st April 2017 – 31 st March 2018.
4.	1 st Dec 2016	Award of contract for the provision of advocacy under the care act.	To award the contract for the provision of advocacy under the care act to VoiceAbility The contract is for a period of 3 months, commencing from 1 st Jan- 31 st March 2017.
5.	12 th Dec 2016	Bikur Cholim Ltd	To award the contract for the provision of a Floating Support Service. The contract is for a period of sixteen months, commencing from 1 st April 2016 to 31 st July 2017.

Delegated Action

Type	Number

Director/Assistant Director Signature 

Date: 06 February 2017

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DIRECTOR OF (insert name of Service Area)

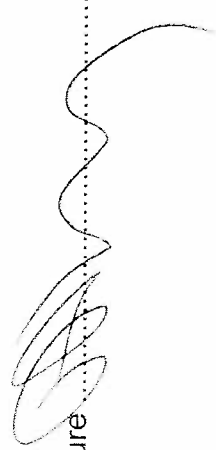
Significant decisions - Delegated Action - For Reporting to Cabinet on 14 February 2017

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action

Type		Number
9.07	Purchase of radio aid systems	£13,108 1
8.03	Use of specialist recruitment agencies	£92,500 1

Director's Signature  Date... 6.2.17

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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