
Cabinet

TUESDAY, 17TH NOVEMBER, 2009 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Kober (Chair), Reith (Vice-Chair), Amin, Basu, Bevan, Canver, Dogus, Haley and B. Harris

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AGENDA

1. APOLOGIES FOR ABSENCE
(if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 18 below. New items of exempt business will be dealt with at item 22 below).

3. DECLARATIONS OF INTEREST

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

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

4. MINUTES

To confirm and sign the minutes of the meeting of the Cabinet held on 13 October 2009.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. THE COUNCIL'S PERFORMANCE: SEPTEMBER 2009 (PERIOD 6 – QUARTER 2 2009)

(Joint Report of the Chief Executive and the Chief Financial Officer – To be introduced by the Leader and the Cabinet member for Resources): To report on an exceptions basis financial and performance information for the year to September 2009 and to agree budget virements in accordance with financial regulations.

7. FINANCIAL PLANNING 2010/11 – 2012/13

(Report of the Chief Financial Officer – To be introduced by the Cabinet Member for Resources): To provide an update on the financial and business planning process and to propose the release of the pre-business plan reviews. **To follow**

8. CHILDREN'S CENTRES – PHASE 3 REVIEW

(Report of the Director of Children and Young People Services - To be introduced by the Cabinet Member for Children and Young People): To provide details of the intended capital investments to ensure the Council meet their target of delivering two designated centres and a number of children's centre link sites by March 2010.

9. SUPPORTED HOUSING REVIEW

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To provide an update on the review of supported housing and to seek approval to a plan for addressing the specific needs of 4 sheltered housing schemes increasing the provision of ‘extra care’ housing and enabling all of the Council’s supported housing to be brought up to the decent homes standard.

10. OUTCOME OF CONSULTATION ON THE REVISION OF THE STATEMENT OF GAMBLING POLICY

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Enforcement and Safer Communities): To report on the outcome of public consultation and to recommend a revised Statement of Gambling Policy for adoption by the Council.

11. NDC SUCCESSION ARRANGEMENTS

(Report of the Director of Urban Environment – To be introduced by the Leader): To seek approval to the NDC succession arrangements ahead of their required submission to the Department for Communities and Local Government.

12. LOCAL DEVELOPMENT SCHEME

(Report of the Director of Urban Environment – To be introduced by the Leader): To seek approval to the revised Local Development Scheme for the preparation of a set of planning policy documents to complement the emerging Core Strategy.

13. MEMBER’S PANEL – SAFEGUARDING ADULTS

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult Social care and Well Being): To provide additional overview and scrutiny by Members in the safeguarding of vulnerable adults.

14. APPOINTMENT OF COUNCILLOR TO SERVE ON THE HORNSEY TOWN HALL COMMUNITY PARTNERSHIP BOARD

(Report of the Assistant Chief Executive (People and Organisational Development): To propose the appointment of a replacement Member to serve on the Hornsey Town Hall Community Partnership Board.

15. RESPONSE TO RECOMMENDATIONS FROM THE CHILDREN’S SAFEGUARDING POLICY & PRACTICE ADVISORY COMMITTEE

(Report of the Director of Children and Young People Services - To be introduced by the Cabinet Member for Children and Young People): To propose a response from the Children’s Service to the recommendations of the Safeguarding Policy and Practice Advisory Committee .

16. MINUTES OF OTHER BODIES

- a. Children's Safeguarding Policy & Practice Advisory Committee – 8 September 2009;
- b. Haringey Strategic Partnership Board – 23 September 2009
- c. Procurement Committee – 2 October 2009;
- d. Corporate Parenting Committee – 20 October 2009;
- e. Procurement Committee – 27 October 2009.

17. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

18. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

19. EXCLUSION OF PRESS AND PUBLIC

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

Note by the Head of Local Democracy and Member Services

Items 20 and 21 allow for the consideration of exempt information in relation to items 16d and 17 which appear earlier on the agenda.

20. EXEMPT MINUTES OF OTHER BODIES

Corporate Parenting Committee – 20 October 2009.

21. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

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

22. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

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9 November 2009

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TUESDAY, 13 OCTOBER 2009**

Councillors *Kober (Chair), Amin, *Basu, *Bevan, *Canver, *Dogus, *Haley
*B. Harris, and *Reith

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB69.	APOLOGIES FOR ABSENCE (Agenda Item 1) An apology for absence was submitted on behalf of Councillor Amin.	
CAB70.	MINUTES (Agenda Item 4) RESOLVED: That, the minutes of the meeting of the Cabinet held on 8 September 2009 be confirmed and signed.	HLDMS
CAB71.	THE COUNCIL'S PERFORMANCE PERIODS 4 & 5 (JULY AND AUGUST 2009) (Joint Report of the Chief Executive and the Chief Financial Officer - Agenda Item 6) We noted that the report set out on an exception basis financial and performance information to the year to August 2009 and sought our agreement to budget virements in accordance with financial regulations. We were pleased to note the Tidy Britain group's external assessment of street and environmental cleanliness for litter, detritus, graffiti and fly posting which had confirmed the good performance previously reported. We expressed concern that the levels of recorded offences of serious violent crime and knife crime rates were higher than the targets set and in this respect we were informed that this was in part because of gang related activity and that work was on going in conjunction with the police to map out activities and target individuals providing support where required. Cross boundary work was also being carried in conjunction with Enfield Council. We were reminded that the figures included those related to instances of domestic violence and that it was the Council's policy to encourage the reporting of these cases notwithstanding the adverse effect that had on the figures. With regard to the overall revenue budget monitoring we noted that the general fund was now forecast to over spend by £1.5 million and Cabinet Members and Service directors were asked to exercise all appropriate measures to ensure a balanced budget by year end. Disquiet was voiced about the revised layout of the report and the difficulty in finding targets arising from their new groupings. Officers reported that the performance indicators were now arranged in priority order for the Council Plan. An index/legend would be included in future versions of the report to assist Members in their deliberations.	ACE-PPPC

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the report and the progress being made against the Council's priorities be noted. 2. That approval be granted to the budget changes (virements) as set out at Appendix 2 to the interleaved report. 	CFO
CAB72.	<p>CABINET RESPONSE TO SCRUTINY REVIEW OF SUPPORT TO YOUNG PEOPLE AT THE RISK OF SUBSTANCE ABUSE (Report of the Director of the Children and Young People's Service - Agenda Item 7)</p> <p>We noted that the report set out a proposed response together with an Action Plan to the recommendations of the Scrutiny Review of Support to Young Children at Risk of Substance Misuse.</p> <p>We were informed that while all the recommendations made in the Scrutiny Review were supported, it was proposed that the further report requested by the Overview and Scrutiny Committee on the delivery of the JAR plan detailing the specific impact on young people for whom substance abuse might be an issue should be changed from Autumn 2009 to Spring 2010 to better fit in with the JAR Safeguarding Plan.</p> <p>RESOLVED:</p> <p>That approval be granted to the response to the recommendations of the Scrutiny Review of Support to Young People at the Risk of Substance Abuse and to the Action Plan as set out in the interleaved report and the Appendix thereto.</p>	DCYPS/ ACE- PPPC
CAB73.	<p>ADMISSIONS TO SCHOOLS- APPROVAL TO CONSULT (Report of the Director of the Children and Young People's Service - Agenda Item 8)</p> <p>We noted that the report sought our approval to consultation on the arrangements for admission to community primary and secondary schools and to St. Aidan's Voluntary Controlled School for the 2011/12 school year. Also, to consult on the arrangements for admission to sixth form study at Alexandra Park School, the Highgate/Hornsey Sixth Form Consortium and the Haringey Sixth Form Centre for the 2011/12 school year.</p> <p>Clarification was sought about perceived differences in the criteria used in connection with the admission into schools of vulnerable children including whether or not parents' receipt of income support was considered. Clarification was also sought of the composition of the admissions panel and of whether schools complied with the Council's admission policies.</p> <p>Officers confirmed that the panel consisted of three head teachers, or</p>	

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	<p>their designated representative, with the Head of Admissions as chair and that the quorum was three, with at least two head teachers and one local authority representative. A written response would be provided to all Members of the Cabinet on the other issues raised.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the proposed admission arrangements for all community nursery classes, primary and secondary schools and St. Aidan's Voluntary Controlled Primary School for the 2011/12 school year as outlined in the interleaved report be approved for consultation. 2. That the proposed admission arrangements for students starting sixth form study in Haringey in September 2011 as outlined in the interleaved report be approved for consultation. 	<p>DCYPS</p> <p>DCYPS</p> <p>DCYPS</p>
CAB74.	<p>BIO-DIVERSITY FRAMEWORK AND ACTION PLAN (Report of the Director of Adults, Culture and Community Services - Agenda Item 9)</p> <p>We noted that the report asked us to consider the proposed actions put forward within the draft Haringey Biodiversity Action Plan in order to decide upon Council adoption.</p> <p>RESOLVED:</p> <p>That approval be granted to the Haringey Biodiversity Action Plan as set out at Appendix 1 to the interleaved report.</p>	<p>DACCS</p>
CAB75.	<p>TENNIS DEVELOPMENT PLAN (Report of the Director of Adults, Culture and Community Services - Agenda Item 10)</p> <p>We noted that the Council was well thought of by the Tennis Foundation and Lawn Tennis Association for the work undertaken to date to develop tennis. Through the Council's own investment together with Tennis Foundation and other external sources of funding there was now an opportunity to substantially improve facilities across the Borough thus enabling more people to play tennis in Haringey. We also noted that the Tottenham Hotspur Foundation, the community sports development vehicle for the football club, was now the major sports development organisation in Haringey and was providing support to a range of Council service providers in delivering activity programmes including by employing the Tennis Development Officer for the borough a post funded by the Council and the Tennis Foundation.</p> <p>Arising from our consideration of the report, reference was made to the efforts of the Haringey Tennis Forum, Pavilion Tennis and of Mr. Robby Sukhdeo through whose efforts there was a thriving tennis and general sports development programme at Albert Road Recreation Ground with close links to the schools in the area and we asked that our recognition of their efforts be recorded.</p> <p>RESOLVED:</p>	

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	<ol style="list-style-type: none"> 1. That the proposed investment in tennis facility improvements across the Borough asset out at Appendix 2 to the interleaved report be approved and it be noted that the approach was consistent with the Council's Sport and Physical Activity Strategy and would support the achievement of the Council's Local Area Agreement target for increases in sport and physical activity participation. 2. That the indicative priority rating given to the proposed improvement schemes identified in the Tennis Development Plan and summarised in Appendix 2 be endorsed. 3. That, subject to satisfactory agreement around the community programme, approval be granted in principle to the approach recommended in the Tennis Development Plan of seeking to maximise opportunities for private investment. 4. That the development of the relationship with the Tottenham Hotspur Foundation as set out in paragraph 6.4 of the interleaved report be endorsed. 	<p>DACCS</p> <p>DACCS</p> <p>DACCS</p> <p>DACCS</p>
CAB76.	<p>CABINET RESPONSE TO SCRUTINY REVIEW OF RECYCLING – SOURCE SEPARATED & CO-MINGLED COLLECTION METHODS IN HARINGEY (Report of the Director of Urban Environment - Agenda Item 11)</p> <p>We noted that whilst recognising the rationale for the revised recommendations made by the Scrutiny Panel, the report set out how the objectives of these recommendations would be achieved through the procurement of the integrated waste contract through competitive dialogue and through on-going engagement with the North London Waste Authority procurement process for disposal facilities.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the following responses to the recommendations of the Scrutiny Review of Recycling (Source Separated and Commingled Collection methods in Haringey) as indicated - <p>Review Recommendation</p> <p>That the Council commission a report on commingled and source separation collection methods, including separate glass and paper collection, as part of the procurement process for the new Waste Services Contract. The report should consider the costs and benefits, environmental impacts and carbon dioxide emissions of both collection systems. The report should be creative in its approach and explore and provide options that could reduce the need for additional vehicles and staff.</p>	<p>DUE</p>

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Response

The procurement of the integrated waste management contract is utilising the competitive dialogue process. This will involve engaging with short-listed bidders to identify detailed solutions for the provision of recycling services with the objective of delivering the most cost-effective and environmentally beneficial service possible within the Council's affordability envelope.

The competitive dialogue process will therefore achieve the objectives of this recommendation, and by its nature, facilitate detailed and critical analysis and evaluation of the merits of different collection systems, taking into account cost benefits (including through the rationalisation of waste services), carbon footprint, and wider environmental objectives related to the sustainable management of waste.

Progress of the dialogue will be reported through quarterly Procurement Committee meetings and to the cross-party member steering group in place to oversee the procurement process.

Review Recommendation

That a report is produced on the impact of the North London Waste Authority's procurement process on Haringey, with regard to commingled and source separated collection methods. The report should include analysis of the impact of a crash in the recycle markets owing to the global economic crisis.

Response

The NLWA's procurement strategy (i.e. the Reference Project that forms part of the Outline Business Case for PFI funding) sets out that the current mix of collection systems employed by the constituent boroughs will be retained into the future, especially with regards to boroughs' preference for either the source separated or commingled collection of dry recyclates.

As a result, the disposal arrangements available to Haringey will be capable of catering for the collection method opted for as a result of Haringey's own waste services procurement.

In addition the NLWA procurement will employ competitive dialogue with the objective of enabling the market to present the most effective solutions in terms of both price, including the risk on price related to material values, and environmental and place shaping objectives.

The Council, and our own waste management procurement, will remain fully informed of the progress of NLWA's competitive dialogue through the existing NLWA governance and liaison arrangements, and would seek to achieve the objectives of this recommendation through these means.

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	<p>2. That the Overview and Scrutiny Committee be kept apprised of the progress of both procurements in relation to the issue of recycling collection systems at appropriate points in the course of the procurement projects.</p>	DUE
CAB77.	<p>DRAFT SUPPLEMENTARY PLANNING DOCUMENT FOR SOUTH TOTTENHAM HOUSE EXTENSIONS (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>We noted that our approval was sought for draft design guidance prepared for house extensions in the South Tottenham area of the Borough for the purposes of public consultation and that until the guidance was formally adopted by the Council to the principles set out in the report guiding the basis for decisions on house extension planning applications by the Development Management Service.</p> <p>We also noted that these matters had been the subject of discussions between local residents and Ward Councillors and a public meeting held in May 2009 followed by a meeting with designated leaders in June 2009. Draft illustrations of roof extensions had been considered and it had been agreed that three types should be commended for approval and be the subject of formal policy public consultations.</p> <p>Arising from consideration of paragraph 7.3.3, clarification was sought of the legal basis for the informal planning guidance drafted in 2007 setting out where extensions might be acceptable and used for development control purposes. Officers present at the meeting were not able to provide an answer and it was agreed that a written response be supplied to all Members of the Cabinet.</p> <p>In response to a further question, it was confirmed that the draft design guidance now proposed would be the subject of a full equality impact assessment.</p> <p>RESOLVED:</p> <p>1. That the Draft Design Guidance for South Tottenham House Extensions, as set out at Appendices 1 and 2 to the interleaved report be issued for public consultation for a period of eight weeks.</p> <p>2. That approval be granted to the principle for house extension as set out in the Draft Design Guidance for South Tottenham House Extensions forming the basis for assessing the house extensions planning applications by the Development Management Service pending formal adoption of the Guidance by the Council.</p>	<p>HoLS</p> <p>DUE</p> <p>DUE</p>
CAB78.	AUTHORISATION TO OFFICERS OF TOWER HAMLETS ILLEGAL MONEY LENDING TEAM TO ENFORCE PARTS OF THE CONSUMER	

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	<p>CREDIT ACT WITHIN LB HARINGEY (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>We noted that Central Government had funded a special London wide enforcement project to combat illegal money lending. The project was operated on behalf of London by Tower Hamlets Council and the report sought our agreement to the authorisation of the officers concerned to exercise powers under the Consumer Credit Act within Haringey thereby enabling the project to function more efficiently and benefit consumers across London.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Protocol between the London Boroughs of Haringey and Tower Hamlets as set out in Appendix 1 to the interleaved report in relation to Cross Border Working in connection with money lending or the activities of money lenders and/or their agents and associates and the laundering of the proceeds of illegal money lending. 2. That the Director of Urban Environment be authorised to sign the Instrument of Delegation as set out at Appendix 2 to the interleaved report on behalf of the Council in order to delegate to the London Borough of Tower Hamlets the enforcement of provisions in the Consumer Credit Act 1974 and powers to prosecute relating to money-lending as described in the Protocol referred to in 1 above. 	<p>DUE</p> <p>DUE</p>
<p>CAB79.</p>	<p>AFFORDABLE WARMTH STRATEGY 2009-10 (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>We noted that the Haringey Strategic Partnership's Integrated Housing Board had led on the delivery of this multi-agency strategy and agreed the final version in September for submission to us for approval and adoption.</p> <p>We also noted that four key priorities identified the Strategy were -</p> <ul style="list-style-type: none"> • Engage with people to improve awareness and understanding of fuel poverty • Increase the energy efficiency of housing across Haringey • Maximise resources and opportunities for tackling fuel poverty • Make the links to other related strategies such as the Greenest Borough Strategy. <p>We also noted that the Action Plan had been developed by the Strategy Working Group and had been completed at a meeting of the Implementation Group meeting in October.</p> <p>Arising from our consideration of paragraph 8.2 we asked that if the planned initiatives and improvements required extra investment then a report should be brought back to us at the earliest opportunity. Officers</p>	

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	<p>were also asked to ensure that materials used for insulation and draught proofing were consistent with the delivery of measures to provide reduced carbon emissions.</p> <p>RESOLVED:</p> <p>That approval be granted to the adoption of the Affordable Warmth Strategy 2009-19 as set out at Appendix A to the interleaved report as the Council's approach to combating fuel poverty in the Borough.</p>	DUE
CAB80.	<p>TENANCY TERMINATION INCENTIVE SCHEME (Report of the Director of Urban Environment - Agenda Item 15)</p> <p>We noted that the purpose of the scheme was to encourage tenants who were moving out to leave the property in good condition and to allow an inspection and viewings to be held while they were still in occupation. In this way it was intended to decrease void turnaround times and costs.</p> <p>We also noted that the Audit Commission had highly praised the incentive scheme run by Homes for Islington (a 3 star ALMO) on which Homes for Haringey's proposed incentive scheme was based.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the new tenancy termination incentive scheme as set out in the Appendix to the interleaved report. 2. That it be noted that the new incentive scheme would be reviewed in January 2011 and that the information from this review would be used to make a further decision on whether a rechargeable repairs policy should be introduced for leaseholders and tenants in residence. 3. That the following actions also be noted - <ul style="list-style-type: none"> • Recharging for work would continue to be publicised in the Tenancy Agreement, Repairs Handbook and Charters. • A new guide to tenants' responsibilities would be produced clearly stating repair responsibilities and giving advice about home contents insurance. • That all Contact Centre, Repairs and Tenancy Management staff were fully aware of tenants' repairs responsibilities. • That tenants' responsibilities and the tenancy termination incentive scheme be publicised regularly in Homes Zone and on Homes for Haringey's website. • That a new leaflet be produced detailing the new incentive scheme. 	DUE
CAB81.	APPOINTMENT OF CONTRACTORS TO PROVIDE SUPPLIER	

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	<p>MANAGED PRIVATE SECTOR LEASED SCHEME SERVICES (Report of the Director of Urban Environment - Agenda Item 16)</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that our approval was sought to enter into a framework agreement with six providers of supplier managed private sector leased accommodation following the completion of a successful competitive tender process.</p> <p>RESOLVED:</p> <p>That approval be granted to the Council entering into a Framework Agreement with each of the following six providers of supplier-managed private sector leased properties –</p> <ul style="list-style-type: none"> • Atlantic Lodge Ltd. • Dabora Conway Property Management Ltd. • Finefair Consultancy Ltd. • Grovehome Residential • Omega Lettings Ltd. • The Property Company London Ltd. 	DUE
CAB82.	<p>MINUTES OF OTHER BODIES (Agenda Item 17)</p> <p>RESOLVED:</p> <p>That the minutes of the following meetings be noted and any necessary action approved -</p> <p>a) Corporate Parenting Committee – 7 September 2009; b) Cabinet Member (Environment & Conservation) Signing – 9 September 2009; c) Procurement Committee – 15 September.</p>	
CAB83.	<p>URGENT ACTIONS IN CONSULTATION WITH CABINET MEMBERS (Report of the Assistant Chief Executive (People & Organisational Development) - Agenda Item 18)</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action approved.</p>	
CAB84.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Assistant Chief Executive (People & Organisational Development) - Agenda Item 19)</p> <p>RESOLVED:</p>	

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	That the report be noted and any necessary action approved.	
CAB85.	<p>EXEMPT MINUTES OF OTHER BODIES (Agenda Item 23)</p> <p>The minutes were the subject of a motion to exclude the press and public from the meeting as it contained exempt information likely to reveal the identity of an individual and information relating to an individual.</p> <p>RESOLVED:</p> <p>That the exempt minutes of the Corporate Parenting Committee meeting held on 7 September 2009 be noted and any necessary action approved.</p>	

The meeting ended at 20.15 hours

CLAIRE KOBER
Chair



Agenda item:

Cabinet		17 November 2009
Report Title. The Council’s Performance: September 2009 (Period 6) / Quarter 2 2009		
Report of The Chief Executive and Chief Financial Officer		
Signed :		
Contact Officers : Eve Pelekanos – Policy & Performance Telephone 020 8489 2971 Kevin Bartle – Corporate Finance Telephone 020 8489 3743		
Wards(s) affected: All	Report for: Key Decision	
1. Purpose of the report 1.1.To report on an exception basis financial and performance information for the year to September 2009. 1.2.To agree the proposed budget virements in accordance with financial regulations. 1.3.To provide an update on progress against current Council Plan actions for the year to the end of September 2009		
2. Introduction by Cabinet Member for Performance Management (Cllr Claire Kober) 2.1.It is great to see the preliminary information for educational attainment value-added measures showing Haringey pupils making good progress from KS2 to GCSE. Also our ‘achievement of 5 or more A*-C grades at GCSE (including		

English and Maths)', is now 5.6% below the national rate, a significant improvement from 13.4% below the national target in 2003. Although encouraging the improvements in initial assessment and core assessments must continue during the coming months.

- 2.2. It is also encouraging to note the preliminary results from the keep Britain Tidy Group exceeding targets for 2009/10. I am also encouraged by performance on repeat victims of domestic violence which has reduced. What is also very positive news is the number of households in temporary accommodation has reduced by 425 since April 2009. For the Council to realistically be on target to achieve the target of 2,603 by 2010 is testament to the hard work and dedication of officers in this area.

Introduction by Cabinet Member for Resources (Cllr Bob Harris)

- 2.3. I draw attention to section 16 and to Appendix 2 of the report and note that the net overspend forecast for the General Fund has increased to £1.9m. I urge the relevant Cabinet Members and Service Directors to take all appropriate measures in controlling their budgets and to strive for a balanced budget by the year-end. I commend the report to Cabinet.

3. State links with Council Plan Priorities and actions and /or other Strategies:

- 3.1. This report sets out performance against a number of indicators that measure progress against the Council priorities and the Local Area Agreement targets.
- 3.2. As this is a quarterly report it provides an update on progress against Council Plan actions and key projects under the five Council priorities.

4. Recommendations

- 4.1. To note the report and the progress being made against Council's priorities.
- 4.2. To agree the proposed budget virements set out in Appendix 2.

5. Reason for recommendations

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

6. Summary (Performance)

- 6.1. Overall performance on the monthly and quarterly basket of indicators shows that of the 90 indicators with values comparable to current targets, 47% are on target with a further 21% close to target and 32% not currently achieving target.
- 6.2. Paragraph 15 of this report provides some key messages on performance for the year to September 2009 including an update on progress against Haringey's Local Area Agreement.

- 6.3. Appendix 1 is the exception report for areas where targets are not being achieved and details an explanation of the performance and actions being taken to meet or move closer to the agreed levels of service. A table of contents is available at the front to signpost the page for each exception indicator.
- 6.4. The full scorecard is available on the Haringey website and details monthly and year to date performance with status against target as well as 2008/09 outturns and benchmarking data where available (London average and top quartile 08/09). Indicators are reported under the five council priorities. The link to the relevant page on the website is provided in section 11 along with other performance reports and scorecards.
- 6.5. Council Plan update summary: Directorates are asked to provide an update every quarter of progress against actions in their Directorate Plans that form the 2009-10 Council Plan. Of 155 actions in the Council Plan, 28 are now reported as complete and 98 are on target. Minor issues are reported for 26 actions. Three actions report major issues that are likely to affect the ability to complete the action by the agreed target date. Updates are still awaited for the remaining 13 actions, these are being chased by Policy and Performance. Further information on these actions is contained in Appendix 3.

7. Chief Financial Officer Comments

- 7.1. The overall revenue budget monitoring position for September, summarised in Appendix 2, shows that the general fund is forecast to spend £1.9m above budget. This is made up of service over spends of £4.4m offset by the potential use of £1m of the general contingency, and a saving of £1.5m due to the lower settlement for officers' pay. Children and Young People Services (CYPS), Adults, Culture and Community Services (ACCS), Urban Environment and Corporate Resources are each projected to overspend; the reasons for the projected variations are detailed later in this report. The increased overspend of £0.4m from that reported last month is the net position of a projected overspend of £0.5m in Urban Environment arising from income shortfalls in planning and trade waste offset by a reduced over spend in Corporate Resources due to an improved position relating to commercial income. There are also some budget pressures outlined in the report that services are seeking to contain within the budget.
- 7.2. The Dedicated Schools Budget (DSB) element of the overall Children & Young People's Service budget is projected to spend at budget.
- 7.3. The net revenue projection with respect to the Housing Revenue Account (HRA) is to achieve the small budgeted surplus.
- 7.4. The aggregate capital projected position in 2009/10 is an underspend of £18.7m (9%). The reasons for this projected variation are detailed in the report.

8. Head of Legal Services Comments

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

9. Equalities & Community Cohesion Comments

9.1. Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications

9.2. This report provides an update on progress with projects and activities in the Council Plan, many of which have an impact on different sections of our community. Successful delivery of these projects will improve the services we provide to all sections of our community.

10. Consultation

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

11. Use of appendices /Tables and photographs

11.1. Appendix 1 Exception reports for areas of under- performance as at September

11.2. Appendix 2 Financial tables

11.3. Appendix 3 Council Plan Update on Business Actions

11.4. Appendix 4 Quarterly update on national indicator set

11.5. The full Scorecard can be accessed at:

http://www.haringey.gov.uk/index/council/performance_and_finance/council_inspectio ns/performance-reports.htm

12. Local Government (Access to Information) Act 1985

12.1. Budget management papers

12.2. Service PI returns

12.3. Council Plan

12.4. Business Plans

13. Background

13.1 This report details a quarter 2 update on the Council's performance against agreed targets for 2009/10 and also progress against Haringey's Local Area Agreement. Financial and performance information is based on the financial monitoring reports prepared for the budget and performance review meetings for period 6.

- 13.2 The full scorecard details performance against monthly and quarterly reported indicators all linked to the Council's priorities:
- A Greener Haringey
 - A Better Haringey
 - A Thriving Haringey
 - A Caring Haringey
 - Driving change, improving quality
- 13.3 Six indicators are included to the full scorecard as proxy measures of quality and improvement for safeguarding Children. These are reported on the scorecard under the 'Better Haringey' priority. They are also included in the service dashboard and reported through the various channels in accordance with the council's performance management framework.
- 13.4 Appendix 1 shows in more detail indicators where targets are not being met along with an explanation of the performance, current activities, best practice, emerging risks and equality impact as well as a note of when and where performance has been discussed.
- 13.5 Appendix 2 shows the aggregate projected positions for revenue and capital, proposed budget changes (virements) for approval in accordance with financial regulations, and the Red, Amber Green (RAG) status of planned savings and planned investments.
- 13.6 Appendix 3 shows a detailed update on progress against the Council Plan actions up to 30 September 2009.
- 13.7 A significant number of the new national indicators lend themselves to quarterly or annual monitoring rather than monthly. Appendix 4 shows the latest update on the National Indicator (NI) set.

14. Performance Overview

- 14.1 The tables below show overall progress against the monthly basket of indicators and for the 35 LAA and 10 educational attainment targets.

Table 1.		
Progress against the indicators reported monthly and quarterly	Latest status based on September 2009/10	Total
Number of indicators that are on target	43	Green
Number of indicators that are just off target	18	Amber
Number of indicators that are off target	29	Red
Number of indicators where data not yet available	21	

Summary for 35 LAA Indicators and 10 Mandatory Indicators		
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Details	Status based on August 2009/10	Total
Number of indicators that are on target	14 (31.1%)	Green
Number of indicators that are just off target	4 (8.9%)	Amber
Number of indicators that are off target	13 (28.9%)	Red
Number of indicators where data not yet available	14 (31.1%)	

15. Key Performance Messages

15.1 The following are some performance highlights grouped by Council Priority extracted from the full scorecards, encapsulating progress against LAA targets.

A Greener Haringey

15.1.1 It is unlikely that the recycling target of 32% will be achieved in 2009/10. There is an ongoing drive to increase recycling participation and performance with a detailed action plan in place aimed at improving performance in future years (NI 192).

A Better Haringey: Cleaner, Greener and Safer

15.1.2 Independent provisional results (Tidy Britain Group) for litter, detritus and fly posting exceed the targets set for 2009/10 (NI 195).

15.1.3 Assessments of parks and open spaces in July resulted in 14 parks achieving/retaining green flag status, exceeding our stretch target of 12.

15.1.4 There have been 250 violent crimes in the year to September against a target of 169 for that period, a 42% increase on the same period last year (NI 15).

15.1.5 Children's initial assessments have improved from 12% in June to 23.7% carried out in 7 days from referral, in September; this remains below the 53% target (NI59).

15.1.6 The percentage of core assessments carried out in 35 working days of commencement in September was 59.6%, just below the 63% target (NI60).

15.1.7 The number of repeat victims of domestic violence has reduced to 122 as at September '09 (12 month rolling year) against a target of 156.

15.1.8 Significant partnership activity and investment is achieving results in serious acquisitive crime with a rate of 17 per 1,000 population (3,853 recorded offences (NI 16).

15.1.9 Personal robberies in Haringey have reduced by 5.3% when compared with the same period last year. This is one of our LAA stretch targets.

A Thriving Haringey

- 15.1.10 Visits to sport centres, libraries and museums continue to exceed target
- 15.1.11 The number of households in temporary accommodation has reduced by 425 since April '09 and is exceeding the target. Projections are positive and show that the target of 2,603 will be achieved in 2010.
- 15.1.12 The NEET (16-18 year olds Not in Employment, Education or Training) level has stabilised at a level below the 2010 stretch target of 10.4% (NI 117)
- 15.1.13 The proportion of 'Not knowns' (these are the young people whose status in respect of being in education, employment or training is not known) as at August is 3.6%, below last August's at 8.3% and the rolling year target of 9.9%.
- 15.1.14 Preliminary information for educational attainment and DCSF value-added measures shows that Haringey pupils are making good progress from KS2 to GCSE.
- 15.1.15 In 'Achievement of 5 or more A*-C grades at GCSE (incl. English and Maths)', Haringey is now 5.6 percentage points below the national rate, a significant improvement from 13.4 percentage points below the national target in 2003

A Caring Haringey

- 15.1.16 Percentage change in under-18 conceptions – Quarter 4 of 2007/08 shows a 16.5% reduction from the 1998 baseline. The reduction continued into the first quarter of 2008/09. This reverses the trend rather than slowing the rate of increase. Performance remains below the 2009/10 target of -18.1% (NI 112)
- 15.1.17 Delayed transfers of care from hospital remained at 14.4 per hundred thousand population for August and September 2009 having reduced from 20.4 in April 2009, this figure remains comparatively high (NI 131). This is a jointly owned Health and Social Care indicator so delays attributed to the NHS are also included in these figures.
- 15.1.18 Performance on carers receiving needs assessment or review and a specific carer's service is currently exceeding the profiled target for September and should put the service on track to achieve the 19.2% LAA target by the end of the year (NI135).
- 15.1.19 Forecast data for affordable homes delivered indicates that there will be 171 affordable homes in 2009/10 against a target of 340 (NI 155).

Driving change, improving quality

- 15.1.20 The number of working days lost to sickness decreased slightly to 8.92 in the rolling year to September against a target of 8.5 days.
- 15.1.21 92.5% of council tax due has been received in the year to September against a target of 93.25%.
- 15.1.22 Average relet times for local authority dwellings let in the financial year have improved to a provisional 40.5 days in September but remains above the target of 29 days. For general needs the voids average re-let time in

September was 26.4 days and 93.2 days for supported housing. Action is being taken to reduce processing time.

- 15.1.23 The average time taken to process new benefits claims and change events increased to 45.2 days in September and remains above the combined 17 day target set for 2009/10 (NI181). Over 3000 changes in circumstances were cleared in the last month, and the backlog should be cleared by the end of the year.
- 15.1.24 The timely handling of Stage 2 complaints improved to 81% in September but remains short of the 90% target.
- 15.1.25 Data Protection Act subject access requests dealt with in timescale reduced to 69% in September. Freedom of Information replies although improved remain below target (82.3% against 100% target).
- 15.1.26 Performance in the Call Centre remains below target in September with 82% of calls presented to the call centre answered against a target of 90% and 49% of calls answered in 30 seconds against a target of 70%.
- 15.1.27 Avoidable contact for September was 21.9% against a target of 16% (NI 14)
- 15.2 Exception reports (Appendix 1) have been provided for the following areas where targets are not currently being met :
- Percentage of initial assessments for children's social care carried out within 7 working days of referral (NI59)
 - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement (NI 60)
 - Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption (NI 61)
 - Stability of placements of looked after children: length of placement (NI 63)
 - Child Protection Plans lasting 2 years or more (NI 64)
 - Percentage of referrals to children's social care going on to initial assessment (NI68)
 - Number of recorded most serious violent crimes (NI 15)
 - Number of serious youth violence crimes (NI129)
 - Delayed transfers of care (NI 131)
 - Percentage of social care assessment which occur within 4 weeks (all adults NI 132)
 - Residual household waste per household (NI 191)
 - Percentage of household waste sent for reuse, recycling and composting (NI 192)
 - Avoidable contact: the proportion of customer contact that is of low or no value to the customer (NI 14)
 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181)
 - Reduction of long term sundry debt owed to the council

- Call centre telephone answering in 30 seconds
- Call Centre calls answered as a percentage of calls presented
- Percentage of Stage 2 public complaints dealt within target (25 day) timescale
- Percentage of Members Enquiries dealt within target time of 10 days
- Average re-let times for local authority dwellings let in the financial year

16. Finance

- 16.1 The overall revenue budget monitoring, based on the September position, shows a forecast gross spend of £4.4m above budget. This is partially off set by a £1m contribution from the general contingency and a reduced call on the inflation budget of £1.5m following the settlement of the pay award at a lower sum than planned. As shown in Appendix 2, this results in a net forecast of £1.9m above budget. The position will be closely monitored during the remainder of the financial year as Directors continue to implement measures to reduce costs wherever possible.
- 16.2 In Adults, Culture and Community Services the projected overspend remains at £0.5m as reported previously. This largely relates to Older People's Services and Mental Health care purchasing where client numbers and average unit costs have increased. There are other cost pressures in Adult Social Care and Recreation that are being managed within the overall budget position with the Director introducing actions to reduce spend wherever possible.
- 16.3 In Children and Young People's Service there is a projected overspend of £3m. This relates to the looked after children (LAC) placement budget and associated legal costs. Although additional resources were provided for this area in the 2009/10 budget there are still significant pressures as a result of increased numbers of children being placed in care and increased unit costs. The number of children in care has increased significantly in the past year, however this appears to be remaining stable in the last few months at between 460 and 470, and now stands at 465, excluding unaccompanied minors seeking asylum. CYPS is looking at additional funding sources, including brought forward balances in the Dedicated Schools Grant, that could be targeted at safeguarding and thus reduce the forecast overspend.
- 16.4 The Director has identified a number of actions that target specific issues associated with reducing expenditure on LAC. These actions have been focussed on three discrete areas: routes into care, placement costs and routes out of care as were reported in detail to the Cabinet on 8 September 2009.
- 16.5 Urban Environment is currently projecting an overspend of £0.5m. This is due to projected income shortfalls in both planning and trade waste due to the poor economic climate, together with spend brought forward within the recycling service. In addition, the Housing Revenue Account is projected to achieve the small budgeted surplus; however, there are budgetary pressures in both the mechanical and electrical maintenance and repairs contracts, these will be closely monitored in order to contain any overspend as far as possible. A loss of

interest earnings in the cash balance is being offset by additional rent income arising from a reduced number of right to buy sales.

- 16.6 Corporate Resources are projecting an overspend of £0.4m, down from the £0.5m reported last month. The change is due to an improved position on commercial income for Property Services but where a shortfall of £0.65m is still projected. Without a significant change in the short-term economic position it is not likely that this income will be achieved. This projected overspend is offset by £0.25m projected under spends in other areas within the directorate and further cost reduction actions are being investigated.
- 16.7 Policy, Performance, Partnerships & Communications (PPP&C) and People & Organisational Development (POD) are projected to spend at budget. The forecast also assumes that the targets for efficiencies of the Haringey Forward programme are achieved as currently projected in overall terms.
- 16.8 Non-service revenue (NSR) is made up mainly of capital financing and budgets for levies and contingency. This is showing an underspend to reflect the possible use of £1m of the general contingency as a contribution towards the total general fund overspend and an underspend of £1.5m to reflect the lower than predicted pay award. As previously reported there is a small budget overspend relating to Alexandra Palace Park and Trust of £0.4m. The Trust has been asked to ensure that discretionary and non-essential expenditure is restricted during 2009/10 to help ensure that the final position is in line with the Council's budget. The position will be carefully monitored; however, the latest budget management report given to the Alexandra Palace Park and Trust Board indicates that they are finding it increasingly challenging to contain the Trust's deficit within the reported figure as hire income is under pressure.
- 16.9 The RAG status of savings and investments is shown in Appendix 2. Planned savings classified as red are mainly in Urban Environment where a number of savings are unlikely to be achieved and alternative measures are being considered. Some of these are not being achieved because of the economic climate, for example in respect of planning and building control fees. The balance classified as red is in Corporate Resources and relates to commercial income in Property Services.

Treasury Management

- 16.10 The second detailed quarterly report on Treasury Management activities was submitted to the General Purposes Committee on 22 October 2009 and reported the activities for the second quarter of the year. Consideration was given in the report to the Council's investments and borrowings, which will result in a recommendation to Council for a revision to the Treasury Management Strategy Statement (TMSS). Members were also supportive of the recommendation from officers to select and open three Money Market Funds for future Council investments. Use of MMF is allowable under the Council's current TMSS.

- 16.11 Members received formal training on treasury management on 8 September, in line with recent guidance, and further training sessions will be provided in due course.

Capital

- 16.12 The aggregate capital projected position in 2009/10 is as shown in Appendix 2 and is projected to underspend by £18.7m (9%) which relates to Adults, Culture and Community Services (£3.4m), Children and Young People's Service (£7.1m), Corporate Resources (£6.6m) and Urban Environment (£1.6m).
- 16.13 Capital projects within Adult, Culture and Community Services are reporting a full year projection of a £3.4m underspend this period, down from £3.5m last period. The main variances previously reported are that the sale of land adjacent to Muswell Hill Library has been postponed until 2010/11, thus the project has been delayed. Work continues at Wood Green Cemetery, but the feasibility study for Enfield Cemetery will not be completed in time to commence any works in 2009/10. A delay in receiving confirmation of funding from the Tennis Foundation will require the rephasing of £0.6m of the Tennis Court Refurbishment into future years; and a rephasing into future years of £1m of the Sports and Leisure Improvement Programme is also requested in order to attract additional external funding.
- 16.14 Cabinet on 8 September 2009 agreed the report of the Director, Children and Young People's Service on the CYPS Capital Programme. This resulted in a rephasing of the Service's programme in September (Period 6) that brought the majority of budgets into line with projections; however, CYPS are engaged in reviewing the BSF contingency and regularly report the position to the BSF Board. It is expected that a significant amount of contingency will not be required this financial year and consequently show as an under spend against budget, the projected variance is currently estimated to be £5.9m. The forecast year-end variance against budget will be the subject of detailed ongoing work and will be reported to future meetings of the Cabinet. CYPS has also identified non BSF projected year-end variances totalling £1.2m. This is made up of: rephasing of £0.4m into future years on the Early Years Quality and Access project; the release of the unneeded contingency of £0.5m for the Pre-primary and Primary Capital Project; £0.2m slippage on the expansion of Coleridge Primary School; and slippage of £0.1m on feasibility studies into the replacement of temporary accommodation, pending clarity on government funding intentions.
- 16.15 The Director of Urban Environment has previously identified that three heritage schemes, totalling £0.4m, included in this year's programme will not now go ahead in the current year. In addition, the reprovision of Hornsey Recycling Centre will need to be rephased giving an underspend of £0.5m with a further underspend of £0.6m arising from the rephasing of Marsh Lane.
- 16.16 In the Corporate Resources Capital Programme an under spend of £5.1m has previously been reported mainly in respect of slippage in the Hornsey Town Hall

Project (£4.4m). A further underspend of £1.5m is now being projected due to the IT Prioritisation Board only approving and releasing funding for projects with a fully developed business case. This ensures only appropriate projects are funded but has implications for the timing of expenditure. Requests to rephase both of these projects are now made and these are incorporated within Appendix 2 of this report.

- 16.17 A significant proportion of the 2009/10 capital programme is funded by the generation of capital receipts from the Council's disposal programme. The target level of receipts assumed for this financial year is £9.1m. The latest forecast of in year receipts as at period 6 has been revised slightly upwards to £4.33m compared to £4.28m last month, a variation of £50k. The overall shortfall is mainly as a result of very difficult property market conditions currently prevailing and impacting on valuations and hence the deferral of some disposals into later years. As previously reported, it is proposed to partly mitigate the shortfall by the use of brought forward DCSF non-ring fenced capital funding of £2.283m offered by the government in 2009/10 to help maintain the capital programme at existing levels. This will be repaid to the CYPs capital programme in 2012/13 in line with the needs of that programme. Other options, including restricting expenditure on some capital receipts funded projects, are being currently explored as well as assessing if there is any slippage on existing schemes that may assist in balancing resources this year. The position is being kept under constant review and Members will be kept informed in future reports.

Virements.

- 16.18 Proposed budget virements are set out in Appendix 2 for approval in accordance with financial regulations. A brief summary of the most significant virements, not already mentioned in the body of the report, is given below.
- 16.18.1 Two virements, one of £1.897m and one of £7.261m, are to allocate the Area Based Grant (ABG) for the second half of the year following a review of its distribution.
- 16.18.2 A virement to allocate the revised provision of 1% - 1.25% for officer pay inflation.

Appendix 1: Exception Report

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- Average re-let times for local authority dwellings let in the financial year (calendar days).....	22

A Better Haringey

National Indicator 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral
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This indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator also shows how well multi-agency working arrangements are established in local authority areas.

London Average			Target
2008/09	74.8%		53%
	Value	Status	
August 2009	25.9%	Red	
September 2009	23.7%	Red	
2009/10	19.2%	Red	
The overall of initial assessments completed in the period between 1 April and 31 March			861 (Year to date)
The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral			165 (Year to date)

Explanation of Current Performance

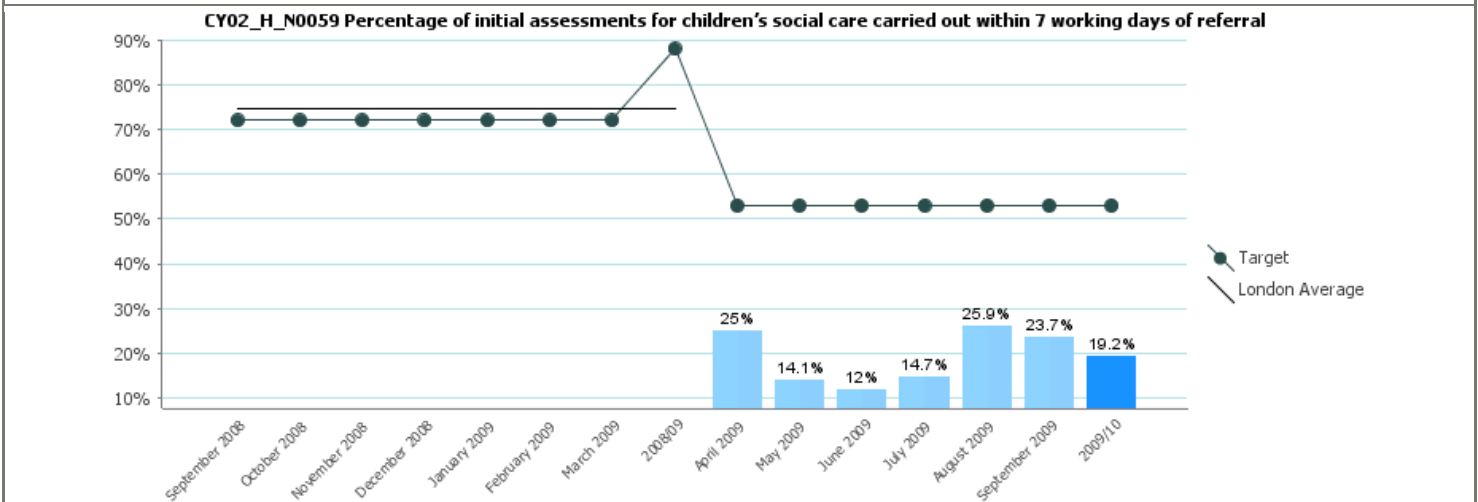
The low percentage of initial assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. The service anticipates that performance will remain low as the work to deal with all outstanding work in the service continues.

Current Activities

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on performance. 6 newly qualified social workers (NQSW) have joined the First Response service and they are now able to take on increasingly complex work. Two other permanent NQSW are due to join the team this month, with two places remaining.




Best Practice

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment, and on working with the Police on constructing a more integrated approach to referrals.



National Indicator 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement
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The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families.

London Average			Target
2008/09	80%		63%
	Value	Status	
August 2009	31.9%	 Red	
September 2009	59.6%	 Red	
2009/10	42.5%	 Red	
The total number of core assessments completed in the year			339 (year to date)
Of the number of core assessments in the denominator, the number that had been completed within 35 working days of their commencement			144 (year to date)

Explanation of Current Performance

The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. The service anticipates that performance will remain low as they continue to deal with all outstanding work. Thereafter a more accurate measure of future performance will be arrived at – work to improve timeliness is appearing to be effective and we believe we remain on track to reach the declared target of 63% by end of December 2009.

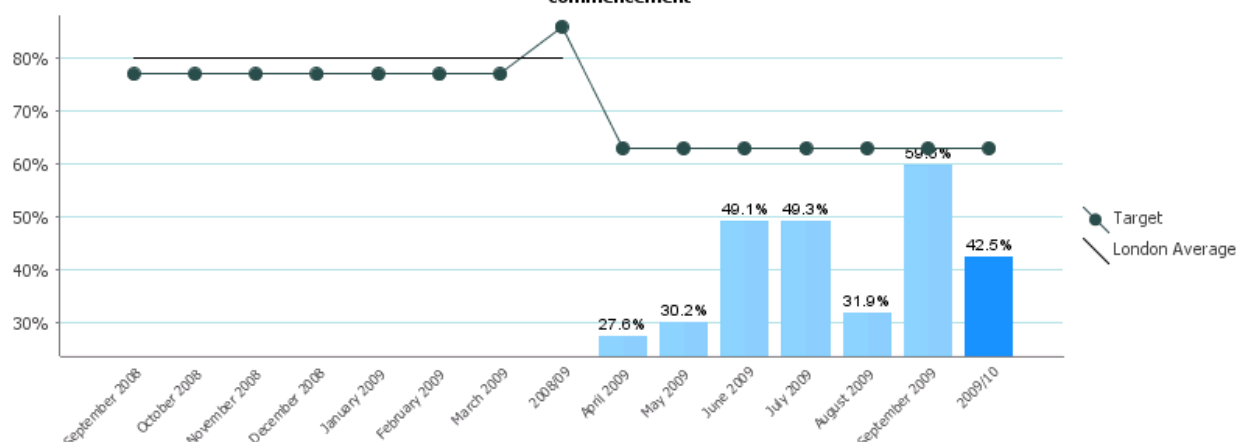
Current Activities

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on performance. 6 newly qualified social workers (NQSW) have joined the First Response service and they are now able to take on increasingly complex work. Two other permanent NQSW are due to join the team this month, with two places remaining.

Best Practice

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment, and on working with the Police on constructing a more integrated approach to referrals. Combined, these measures will improve our performance in assessments.

CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement



National Indicator 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption
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This indicator provides an indication of how quickly children are placed with an approved prospective adopter(s) following the decision that they should be placed for adoption. It excludes cases where a child was placed for adoption but then adopted in a different placement (i.e. disrupted placements)

London Average			Target
2008/09	71.5%		75%
	Value	Status	
August 2009	50%	Red	
September 2009	57.1%	Red	
2009/10	57.1%	Red	
Number of children who ceased to be looked after during the year ending 31 March as a result of the granting of an adoption order (SSDA903 reason episode ceased codes E11 and E12)...			7
Number of children included in the denominator who were placed for adoption (SSDA903 placement codes A3, A4, A5 and A6) within 12 months...			4

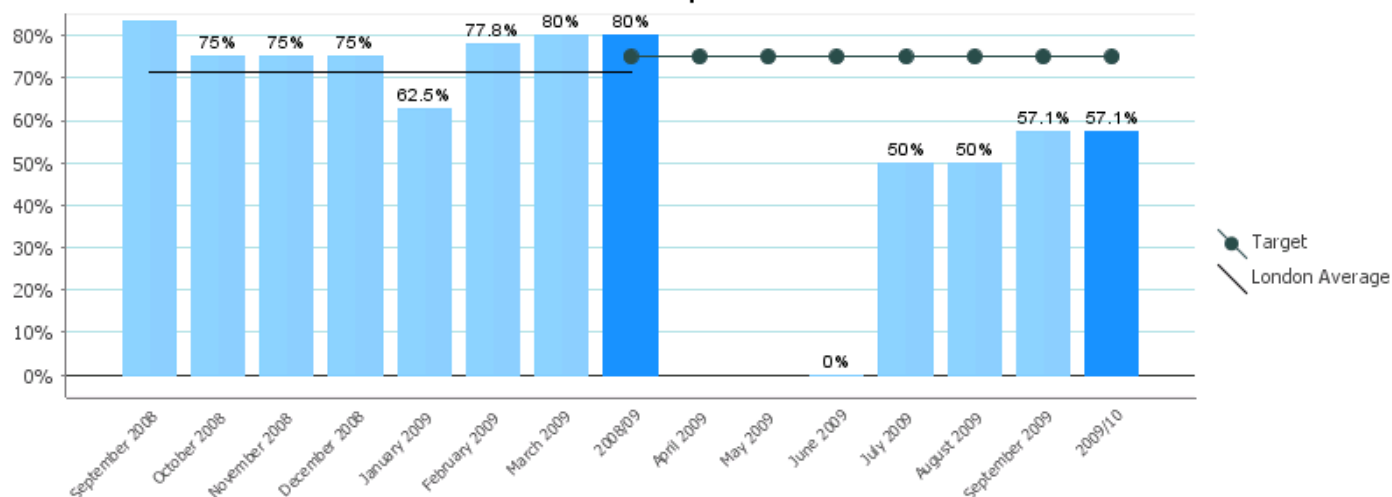
Explanation of Current Performance

The numbers for this indicator are low, and percentages should be interpreted with caution. In the year to date, 7 children have been adopted, and 4 of those were placed for adoption within 12 months of the decision that adoption should be the plan. Of the 3 children who were not placed within 12 months, 2 waited 18 months for the right family. For the other child, health issues were putting potential adopters off, and when a match was finally made, the adopters needed complete details about the child's health.

Current Activities

Great efforts are being made to find families, and full use is being made of publicity - hard to place children are profiled in the press and at events at every suitable opportunity. Children cannot be advertised until a Placement Order is obtained, and this has caused delays in the past, but greater attention to timescales in the courts mean children are moving towards to Placement Orders at a faster rate than before. But there also seem to be more legal complexities in some of the cases we have had to deal with.

CY02_H_N0061 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption



National Indicator 63	Stability of placements of looked after children: length of placement
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This indicator measures the percentage of children who have been looked after for more than 2 years.

		London Average	Target
2008/09		66.2%	70%
	Value	Status	
August 2009	63.2%	Red	
September 2009	65.1%	Red	
2009/10	65.1%	Red	

All children aged under 16 on 31 March of the year of measurement who had been looked after for 2.5 years or more (i.e. for more than 912 days inclusive of 31 March) on 31 March of the year of measurement...

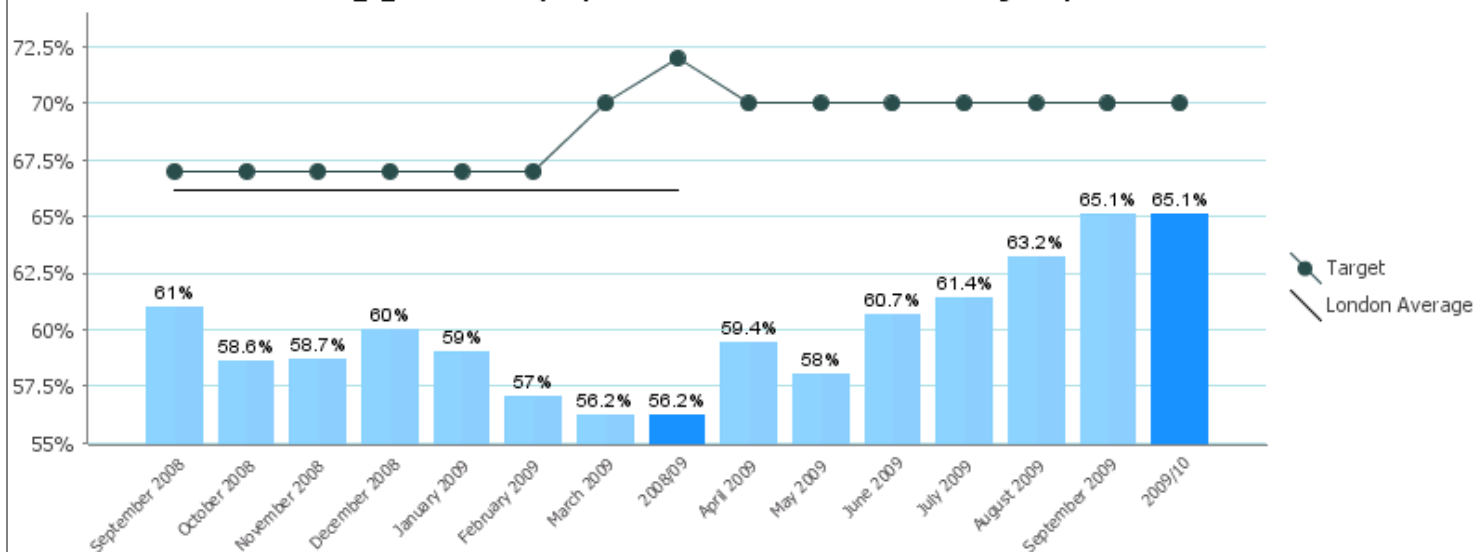
146 (Year to date)

Of above, all children who have been living in the same placement for at least two years, i.e. at 31 March they have been in the same placement continuously for more than 729 days inclusive of 31 March...

95 (Year to date)

Performance is improving steadily towards the year end target. We are currently at 65% which is a 10% improvement on 08/09 outturn. The children in this cohort are showing improved placement stability as a result of targeted strategies around educational support, social work support and support from the Tavistock Haringey service to them and their carers.

CY02_H_N0063 Stability of placements of looked after children: length of placement



National Indicator 64	Child Protection Plans lasting 2 years or more
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This indicator measures whether children and their families are receiving the services necessary to bring about the required changes in the family situation and monitors performance in working towards the outcomes outlined in the child protection plan.

		London Average	Target
2008/09		8.3%	5%
	Value	Status	
August 2009	25%	Red	
September 2009	40%	Red	
2009/10	11.9%	Red	

Explanation of Current Performance

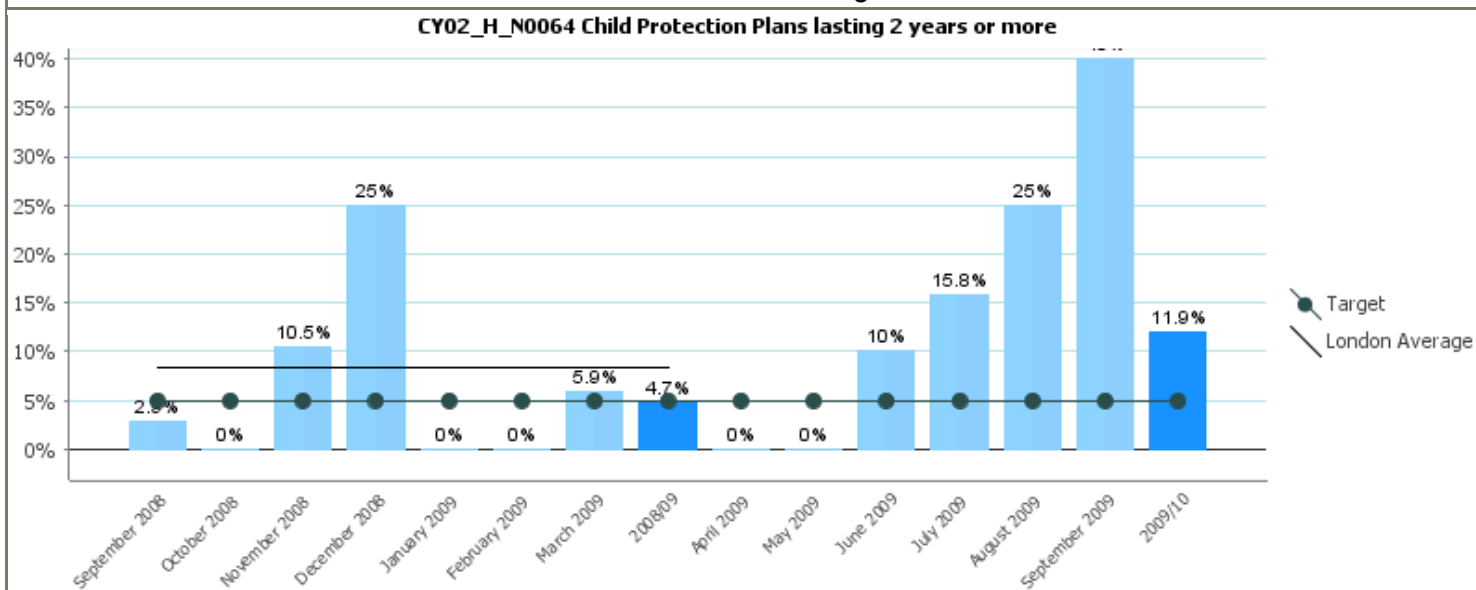
Only 5 children ceased to be the subject of a child protection plan in September, and of these, 2 had been the subject of a CP plan for 2 years or more. These figures are low and percentages should be interpreted with caution. The year to date figures show 67 children ceased to be subject to a plan, and 8 who had been subject for 2 years or more.

Current Activities

The LSCB Quality Assurance Sub Group are going to look at all children who have been subject to a child protection plan for 18 months (to anticipate the 2-year period) to ensure that work is progressing satisfactorily and there is no drift in casework. The service will also look into the children for whom child protection plans have ceased. Those who have moved into the care system should have progressed to a higher level of protection. There is a high percentage of children subject to a plan with a category of neglect: this is not something that lends itself to quick and sustained improvement.




Best Practice

Our target for the year is 5%. In the year 2008/09, we achieved 4.7%. The England average for this indicator for 2008/09 was 6%, for London it was 8%, and for our statistical neighbours it was 9.1%.



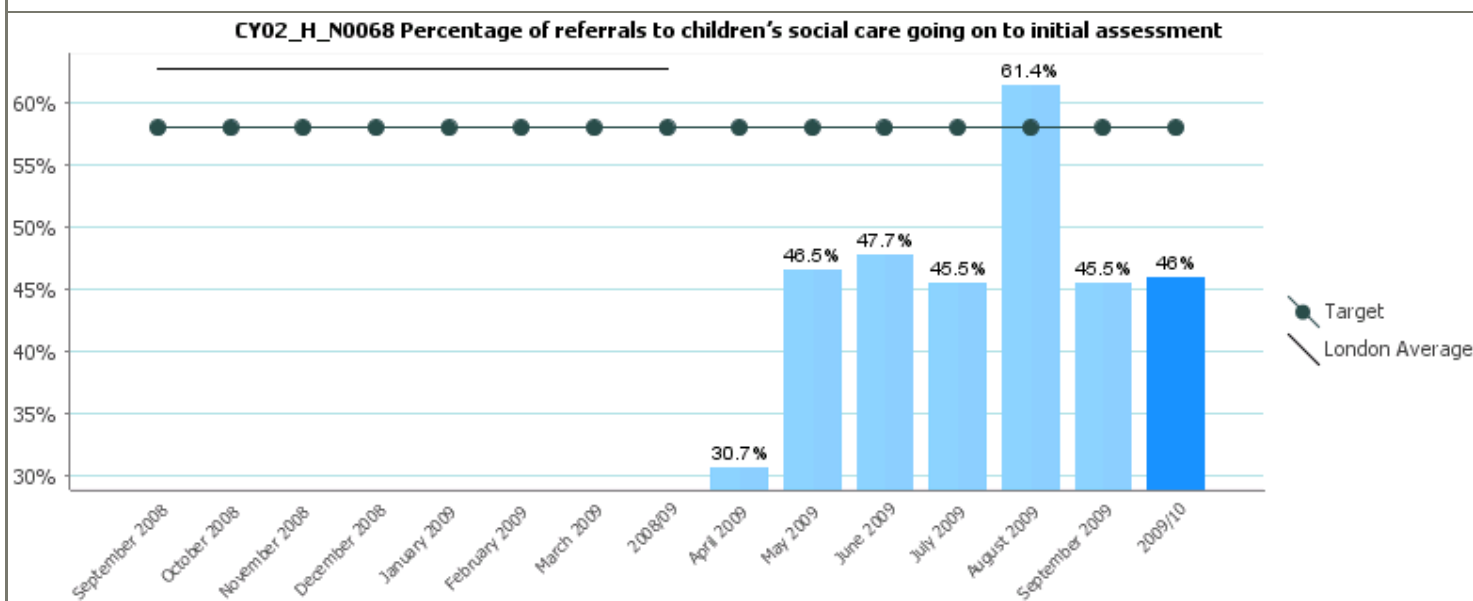
National Indicator 68	Percentage of referrals to children's social care going on to initial assessment
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This indicator is a proxy for several issues: the appropriateness of referrals coming into social care, which can show whether local agencies are working well together; and the thresholds which are being applied in children's social care at a local level.

	London Average	Target
2008/09	62.7%	
	Value	Status
August 2009	61.4%	 Amber
September 2009	45.5%	 Red
2009/10	46%	 Red
		58%

The number of children referred to children's social services departments during the year.	288
The number of children whose cases go on to initial assessments	131

The recently agreed threshold document will help partner agencies in clarifying the relevance of referrals into the service. Work is also being done within the management team to ensure a consistency of response from different duty managers. Longer term, the appointment of one duty manager will ensure greater consistency and improve work with referring agencies.

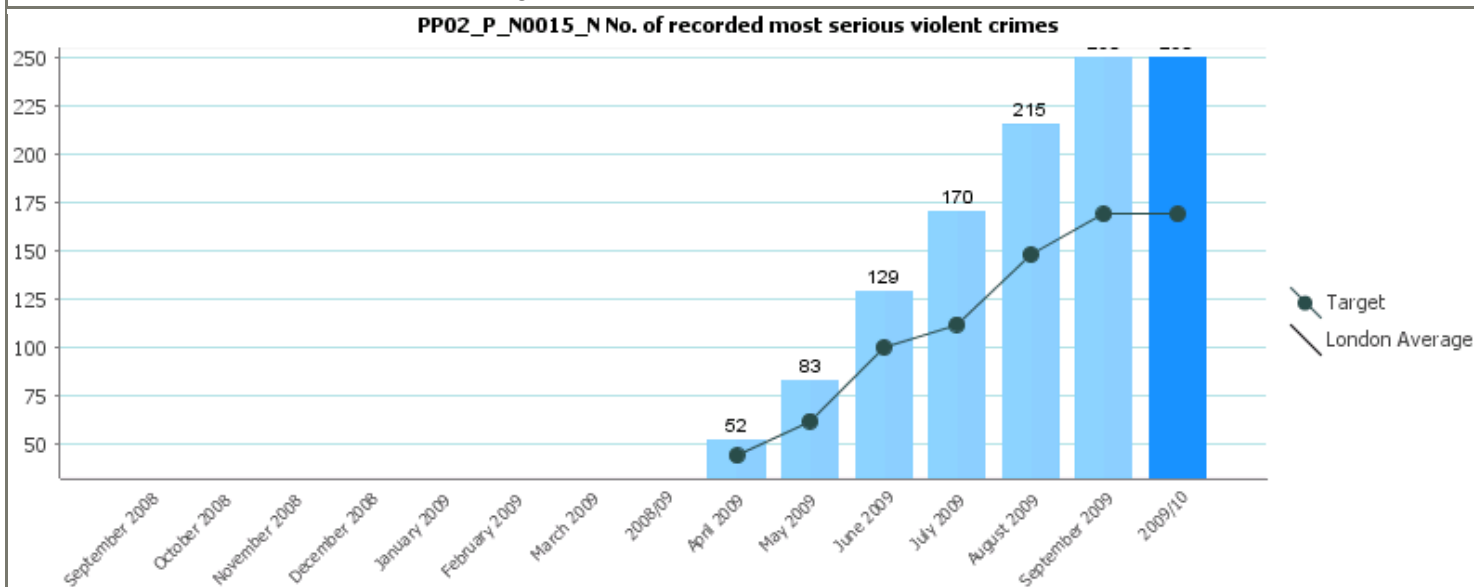





National Indicator 15 Numerator	No. of recorded most serious violent crimes		
	Target		
2008/09			
	Value	Status	
August 2009	215	Red	
September 2009	250	Red	
2009/10	250	Red	169
Serious violent crime rate per 1,000 population			1.1

A partnership approach to violence and gangs continues to be delivered. The gangs and violence problem solving group has expanded its remit to include cross borough issues.

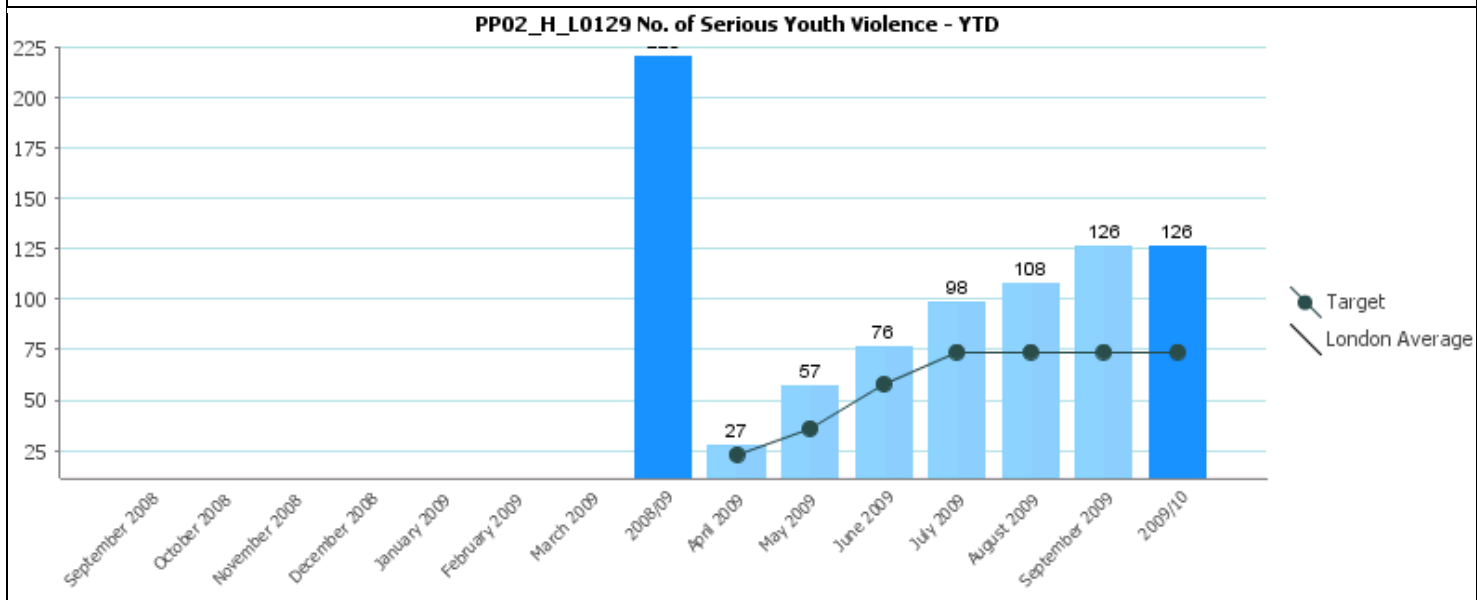
- A joint Haringey and Enfield violence action plan is currently being delivered and monitored through the Operation Swift gold group.
- The Safer Schools Partnership Weapons Awareness Project started on 22nd September. The project will run until March 2010 and all year 10 students will benefit.

This figure of 250 is taken from the most recent MPS TP Scorecard covering the period 1st April - 27th September 2009 and is used as a proxy for September 2009. The MPS do not publish a monthly performance report that meets the Covalent reporting timescales.






Local Indicator 129			No. of incidences of Serious Youth Violence (cumulative)		Year to date target
2008/09					
	Value	Status			
August 2009	108	 Red			
September 2009	126	 Red			
2009/10	126	 Red			
					74

See comment under most serious violent crimes above.

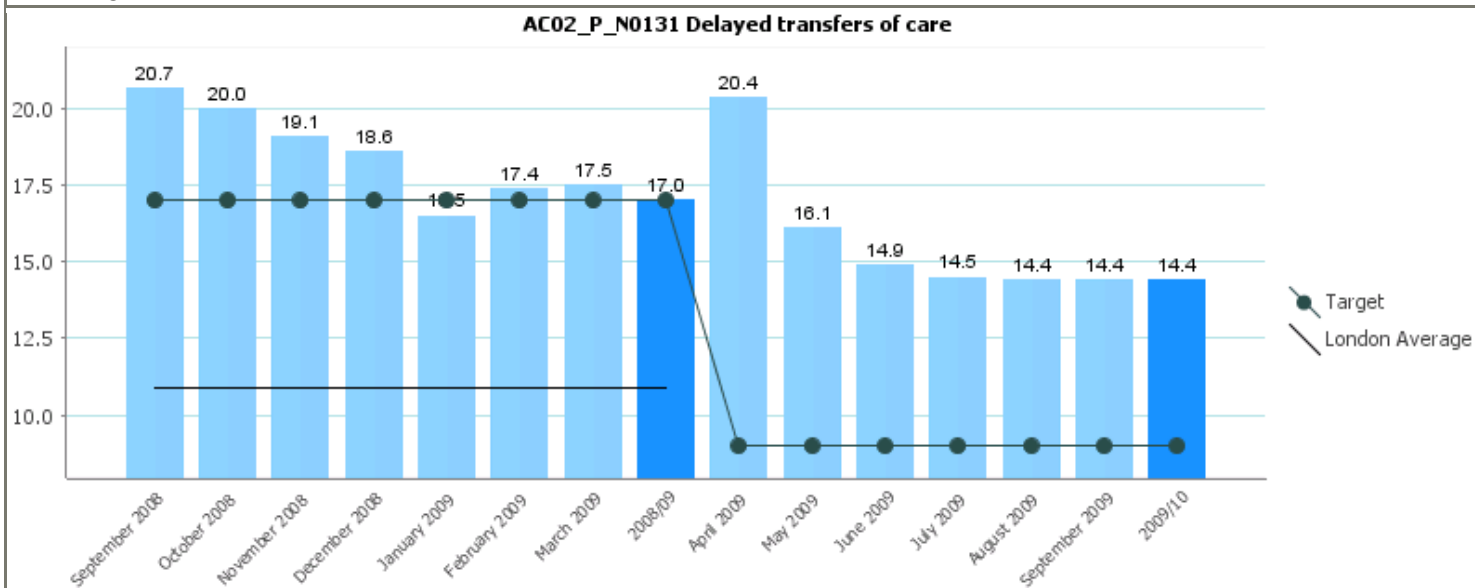


A Caring Haringey

National Indicator 131	Delayed transfers of care		
This indicator measures the impact of hospital services (acute and non-acute) and community-based care in facilitating timely and appropriate discharge from all hospitals for all adults.			
		London Average	Target 9.0
2008/09		10.9	
	Value	Status	
August 2009	14.4	 Red	
September 2009	14.4	 Red	
2009/10	14.4	 Red	

All delayed transfers of care continue to be scrutinised with Service Managers monthly at Performance Callover. The Integrated Care Team responsible for hospital discharges are currently scrutinising all delayed transfers to ensure robust recording.

This is a jointly owned Health and Social Care indicator so delays attributable to the NHS are also included in these figures..



National Indicator 132	Percentage of social care assessment which occur within 4 weeks (all adults)
------------------------	---

This indicator measures the timeliness of social care assessments.

	London Average	Target
2008/09	85.0%	
	Value	Status
August 2009	88.7%	Red
September 2009	89.1%	Red
2009/10	89.1%	Red
		95.0%

The total number of new clients for whom contact was made in the financial year. 1136

Of new clients for whom contact was made with the client, the number for whom the length of time from first contact with the client to completion of assessment was less than or equal to 4 weeks (that is 28, calendar days). 1012

Explanation of Current performance:

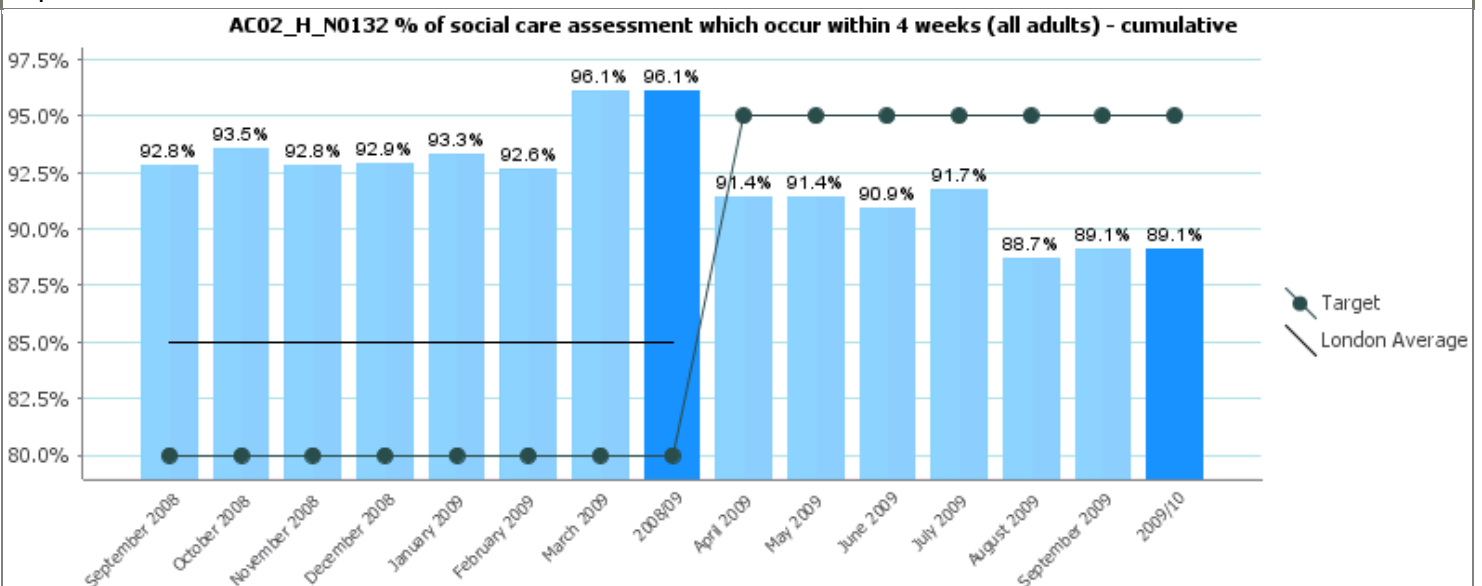
Performance is currently missing target by 5.92%. 1012 out of 1136 assessments were completed within 28 days.

Current Activities:




All assessments that miss the 28 day target are scrutinised with Service Managers monthly at Performance Callover. The Performance Team will continue to produce a weekly list of all assessments approaching the 28 day mark to ensure the service does not miss its assessment targets. However in the last two months targets have been impacted by the implementation of personal budgets as some individuals are taking longer to complete their self assessment questionnaire.

Best Practice:

It is anticipated that the weekly updates will help significantly improve this NI, and should see a marked improvement for future callovers.



A Greener Haringey

National Indicator 191	Residual household waste per household		
This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.			
		London Average	Year to date target
2008/09		654	
	Value	Status	
August 2009	56	 Red	
September 2009	56	 Red	
2009/10	336	 Red	
			306
See comment for indicator 192.			
Note: The monthly figure is based on provisional data and is subject to change.			

National Indicator 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)		
The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.			
		London Average	Target

- Application of new recycling contamination rate by NLWA.

Current Activities

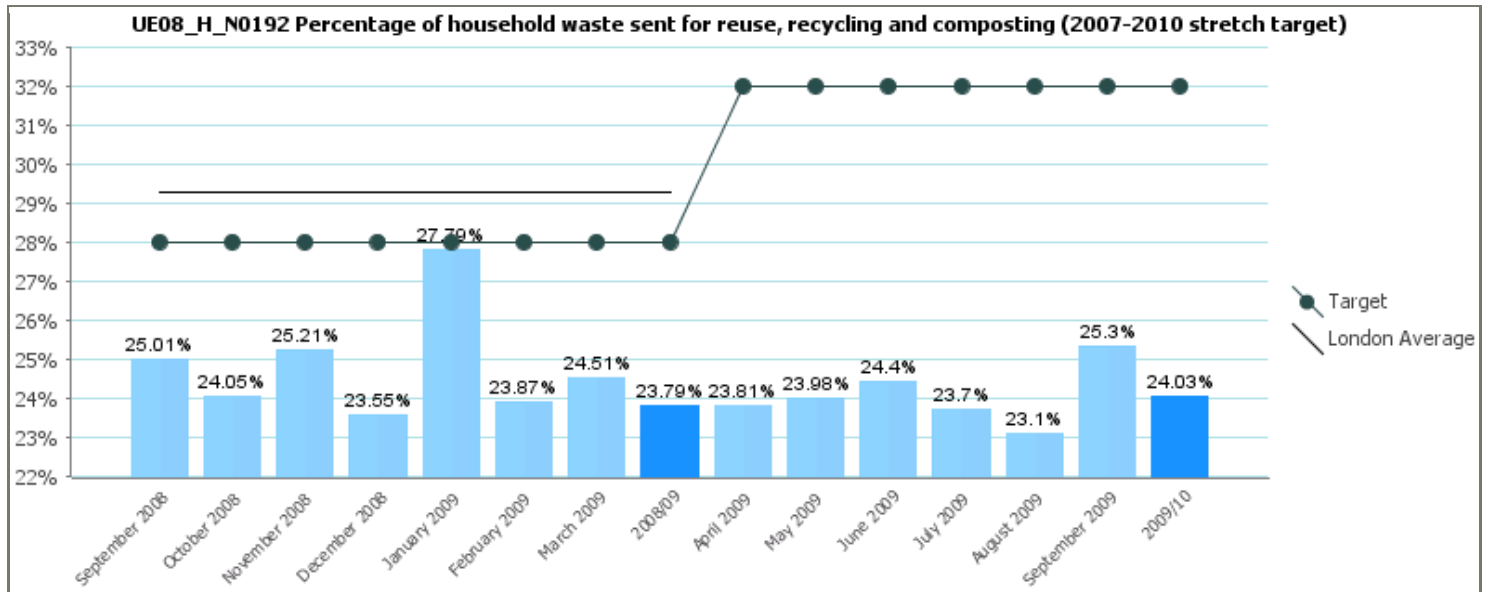
A detailed Recycling Action Plan is in place with the central aim of maximising performance in 2009/10 towards the 32% target, although this remains an extremely challenging target.

Key actions within the plan include:

- Service review to be conducted in Sept/Oct 09 to identify most effective actions for performance improvement for implementation from Oct 09, supported and partially resourced by national body, Waste & Resources Action Programme (WRAP).
- Major communication drive programmed for Oct-Nov 09 to tie in with increased range of materials accepted (Oct 09) and completion of investment programme to provide mixed recycling collection to all households (with roll-out of flats above shops service, Oct 09)
- Rolling programme of door-knocking in areas of low/medium participation and recycling presence at public events through 4-person participation team, throughout 09/10.
- Weekend 'blitz' campaign to engage residents, giving out containers and information to all residents in an area, started in July 09, programmed to run through autumn.
- Expansion of materials accepted from Oct 09 (to also include plastic trays, bags and pots and cartons) will reduce contamination rate.
- Addition of new materials for recycling at Reuse & Recycling Centres, including all waste wood – Sept 09.
- Alternative methods for calculation of household and non-household waste being investigated to provide more accurate household waste figure, with potential to be applied within 09/10.
- Ongoing action to ensure Edmonton's bulk waste recycling facility is fully utilised by Haringey vehicles, and identification of opportunities to reclaim additional recycling from more vehicles.
- Recycling facilities at all schools, a large number of community and faith centres. Continuing development in this area, with food waste collections for a minimum of 10 schools from Sept/Oct 09, and as further community links are built.
- Two officers working on education and community engagement, including delivery of workshops and sessions in schools, community centres and the Environmental Education Centre at Hornsey Reuse & Recycling Centre.
- Trial supply of compostable liners for free to residents on selected rounds to encourage participation in food waste recycling service – ongoing since March 09.
- Service change to reduce amount of uncontracted/ flytipped trade waste being collected with household waste, with trial of coloured bags for flats above shops refuse collections to enable better identification of non-household waste – Aug 09.
- Working with ReStore Community Projects to improve capture of recyclables or reusable bulky items at interface with Haringey Enterprise - ongoing.
- On-the-go recycling bins in public places and recycling of street cleansing waste, in place.

Best Practice

Haringey have become active members of the NLWA '50% club' which is a vehicle to share best practice amongst the North London Borough's. The club is still in its infancy but over the next months members will hear from invitee Authorities to the group about successful schemes and initiatives and generally share best practice. Haringey has also actively engaged with WRAP (Waste and Resources Action Programme) who provided links with several Authorities who are performing well in selected service areas.



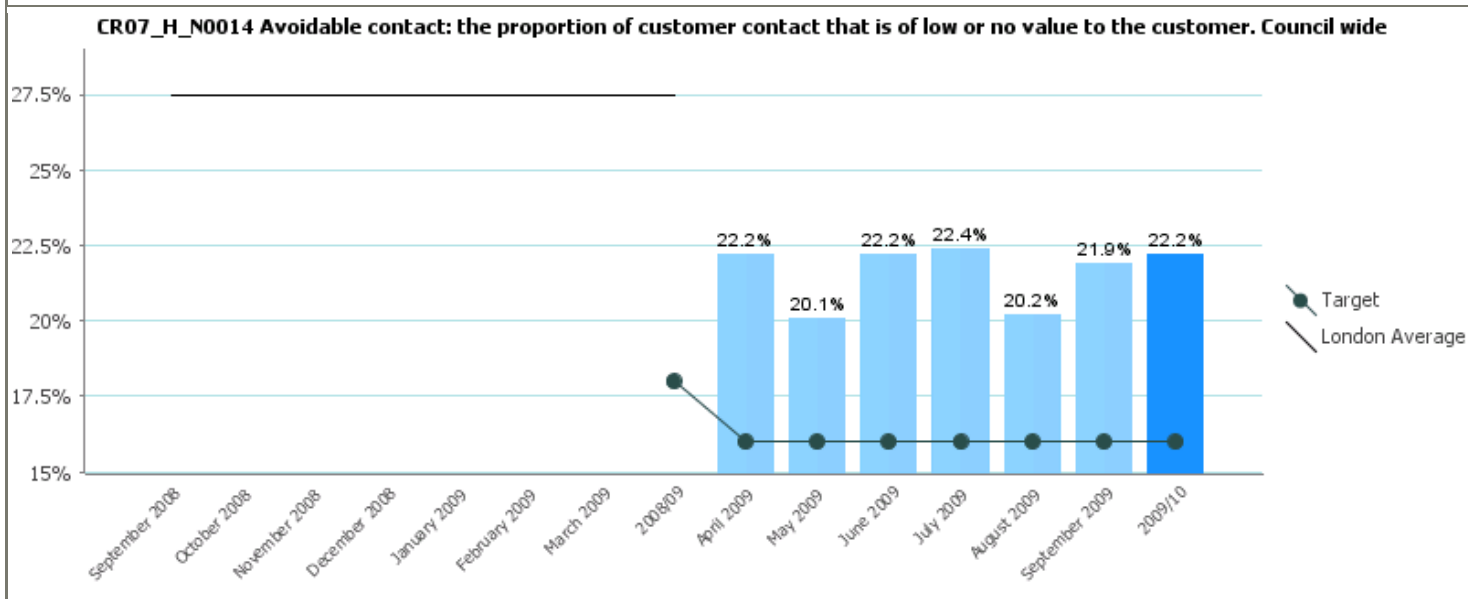
Driving change, improving quality

National Indicator 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide		
		London Average	Target
2008/09		27.5%	16%
	Value	Status	
August 2009	20.2%	Red	
September 2009	21.9%	Red	
2009/10	22.2%	Red	

Explanation of current performance

The avoidable contact for September 2009 has increased by 1.7 percentage points in comparison to August 2009 (20.2%).

The levels of avoidable contact (measured for those customer contacts recorded in Customer Services) have been above target for the first half of the year. In the last quarter three key inquiries have been driving the majority of repeat and avoidable contacts: progress of new claims for benefits, progress of changes to benefits as a result of changes in circumstances and PCN (parking) tickets. All three areas are experiencing significant backlogs of claims and correspondence. Other services delivered through the Contact centre and the Customer Services Centres also generate lower levels of avoidable contacts and Customer Services officers work with Directorates to change processes or improve information wherever possible to make the contact easier and more effective for customers.



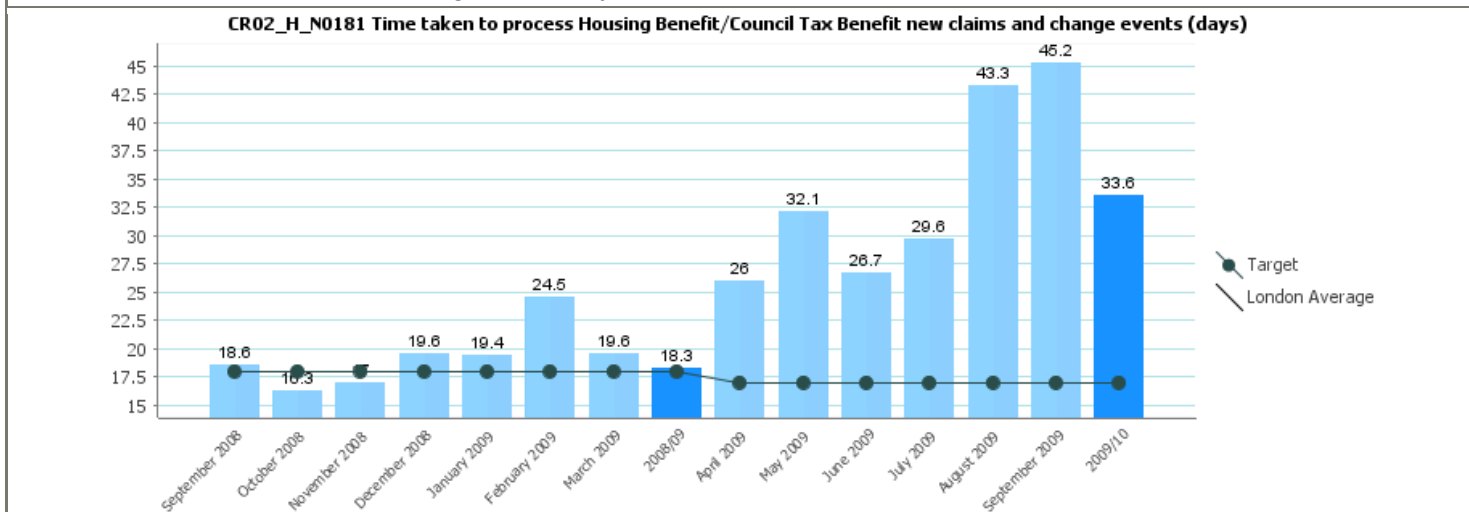
National Indicator 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)
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This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and changes of circumstances reported by customers receiving those benefits.

			Target
2008/09			17 days
	Value	Status	
August 2009	43.3 days	Red	
September 2009	45.2 days	Red	
2009/10	33.6 days	Red	

Performance continues to be affected by the increase in the amount of benefit claims received and changes in circumstances reported to the service. The service is reporting an increase in HB and CTB caseload of 6% (from 37,000 to just under 40,000). The amount of claims from private tenants, which are the most complex to assess and therefore resource intensive, have increased by 15% between 2008 and 2009. Within this increase there have been some even more significant increases in the various types of private tenant claims submitted – a 49% increase from tenants on Job Seekers Allowance, 23% increase in claims from low earners the self employed and a 33% increase in claims made by pensioners. Changes in circumstances reported to the service have increased by 70%..

These increases have had a significant impact on the workload of the Service which is processing more claims and changes than ever before. Over 3000 changes in circumstances were cleared in the last month. Plans have been put in place to clear the remaining workload through increases in benefit processing resources. Internally, the service has prioritised change events and new claims work and have re-directed support staff into undertaking benefit assessment duties. The service have also secured additional benefit assessment capacity through a remote processing contract with an external provider this has brought an additional 6 assessment staff to clearing the current workloads. A further 10 agency staff are being recruited to deal with all other aspects of benefits administration as well as support the service in meeting it's key performance objectives. It is anticipated that levels of outstanding work will drop substantially towards the end of the third quarter enabling monthly performance to come closer to target levels by December 09.

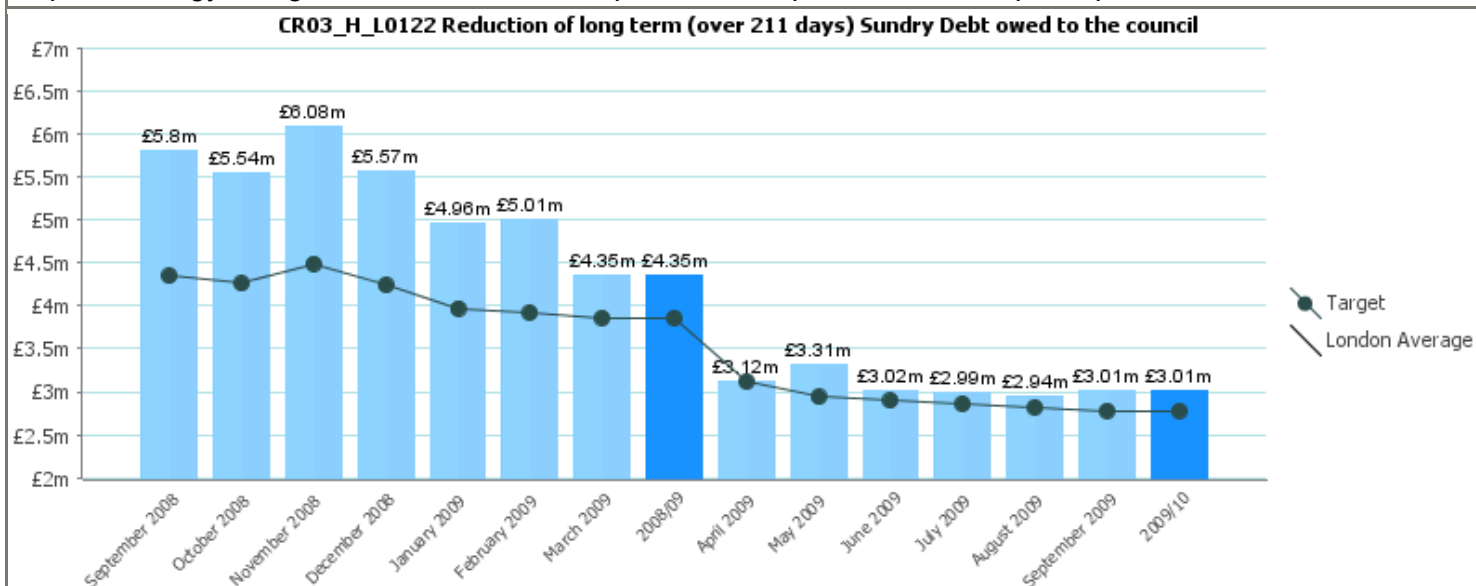


Local Indicator Fin 5b	Reduction of long term (over 211 days) Sundry Debt owed to the council		
2008/09			Target
	Value	Status	
August 2009	£2.94m	Amber	
September 2009	£3.01m	Red	
2009/10	£3.01m	Red	
			£2.78m

At the end of Period 6, the shortfall on the Aged Debt reduction target is £235k, this is an increase of £110k on the shortfall reported in Period 5. With the exception of Adults and Corporate Resource, all other directorates are either close to or are achieving target.

1. Adults - the shortfall is £57k, an increase of £23k on the position reported at the end of period 5. A Debt Management meeting was held on 8th September where a review of the ledger was carried out. Several short term measures, such as the submission of £80k of write-offs for approval, will bring the Directorate into line with target. However, several longer term solutions such as payment by Direct Debit were proposed for review. Collection of debt on Commercial accounts remains an issue and will be raised with the service at the budget management meeting.

2. Corporate Resources are £181k short of target; this is an increase of £78k on period 5. The shortfall is due to disputed energy billing on 3 accounts, where specific action plans have been put in place on each.



Local Indicator CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)		
			Target
2008/09			70%
	Value	Status	
August 2009	52%	Red	
September 2009	49%	Red	
2009/10	50%	Red	

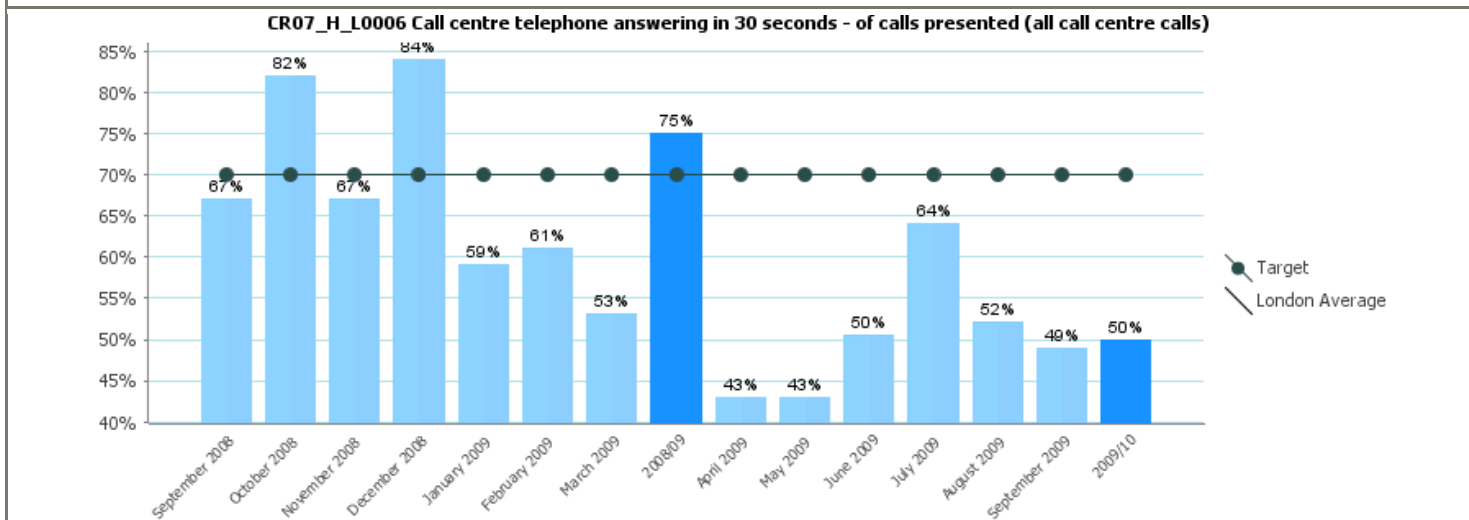
Performance in the Contact Centre has been variable in the first half of the year. Following the introduction of "One Number" in April, all staff have now been trained on all 20 services offered in the Contact Centre and a programme of additional Council Tax training for all staff was completed in August. The service continues to be challenged by high call volumes. These result in part from periodic Council Tax recovery action (particularly in August and September in the last quarter) and from specific service peaks (school admissions in September for example). Sizeable backlogs in both the Benefits service (particularly around changes of circumstances) and Parking (around appeals and other correspondence) have also added to call volumes and led to an increase in avoidable contacts.

Current activities

A number of measures have been introduced to stabilise performance:

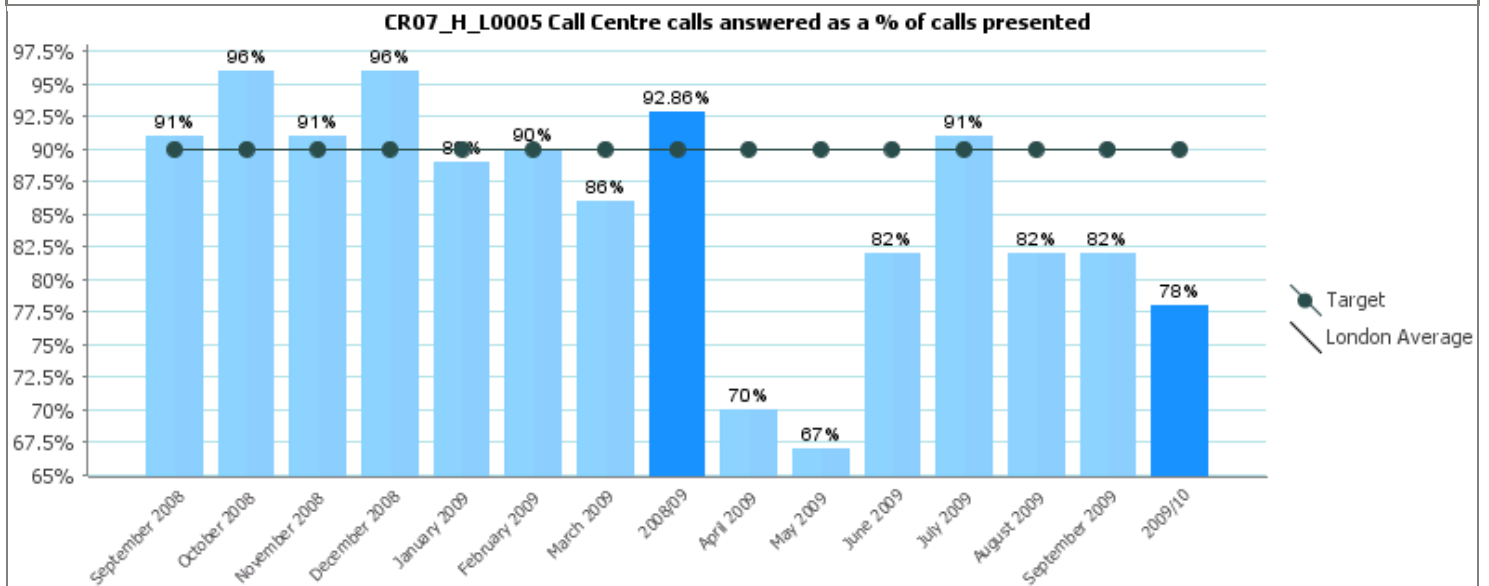
- the transfer of some tasks to the Customer Services centres to increase capacity in the Contact Centre
- a focus on individual productivity to drive up handling rates across the centre as a whole
- some re-alignment of shifts and breaks to known peaks in demand (rationalisation of shift patterns overall will be taken forward in the second half of the year)
- improvements in the speed of the CRM system in the Contact Centre

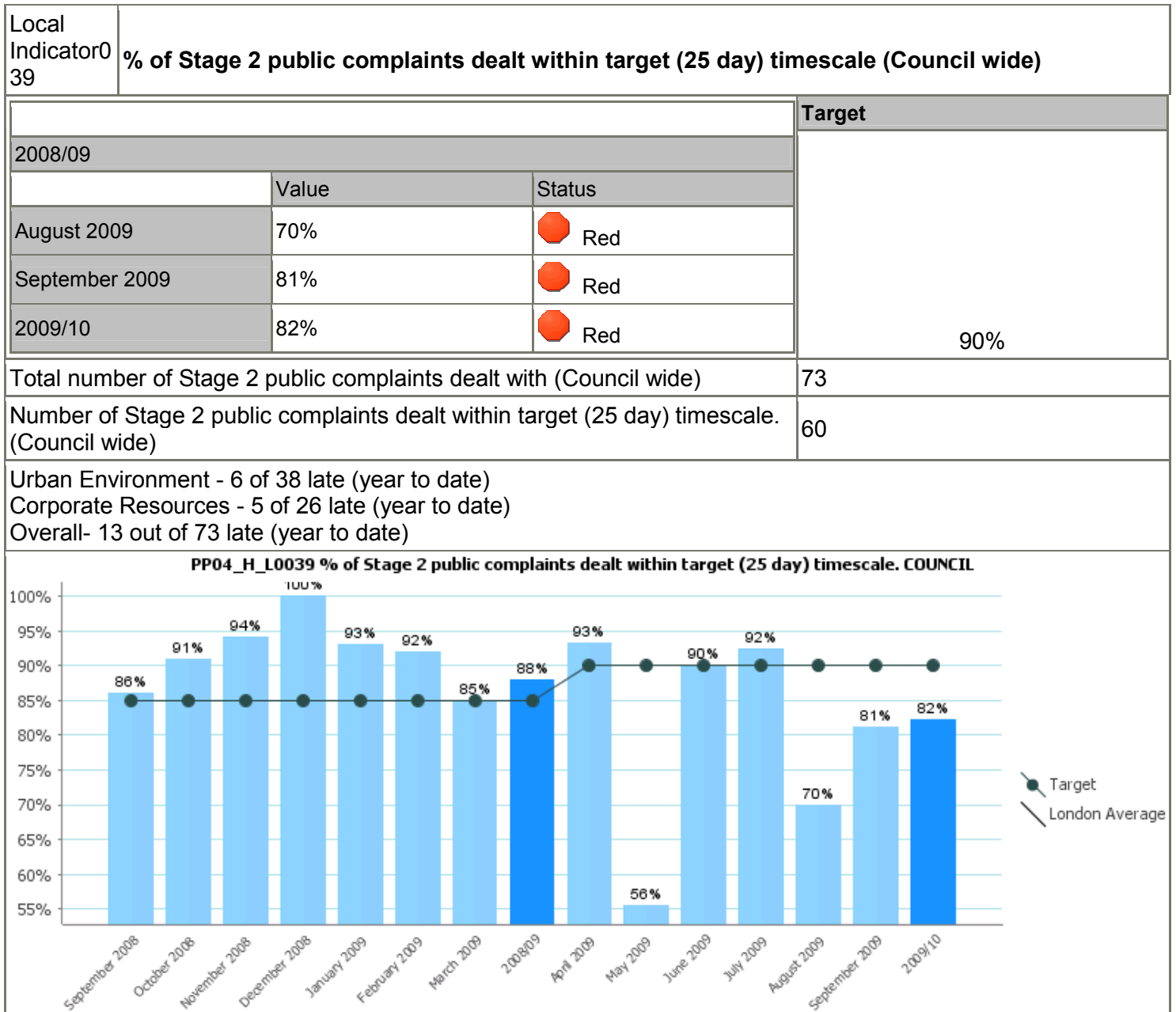
In the longer term, stability will depend on reduction in customer contacts through channel shift and low /no backlogs (see commentary on National Indicator 14) and improvements in systems integration to reduce transaction times and improve efficiency.



Local Indicator CS3	Call Centre calls answered as a % of calls presented	
		Target
2008/09		90%
	Value	
August 2009	82%	
September 2009	82%	
2009/10	78%	

See comment for Local Indicator CS2





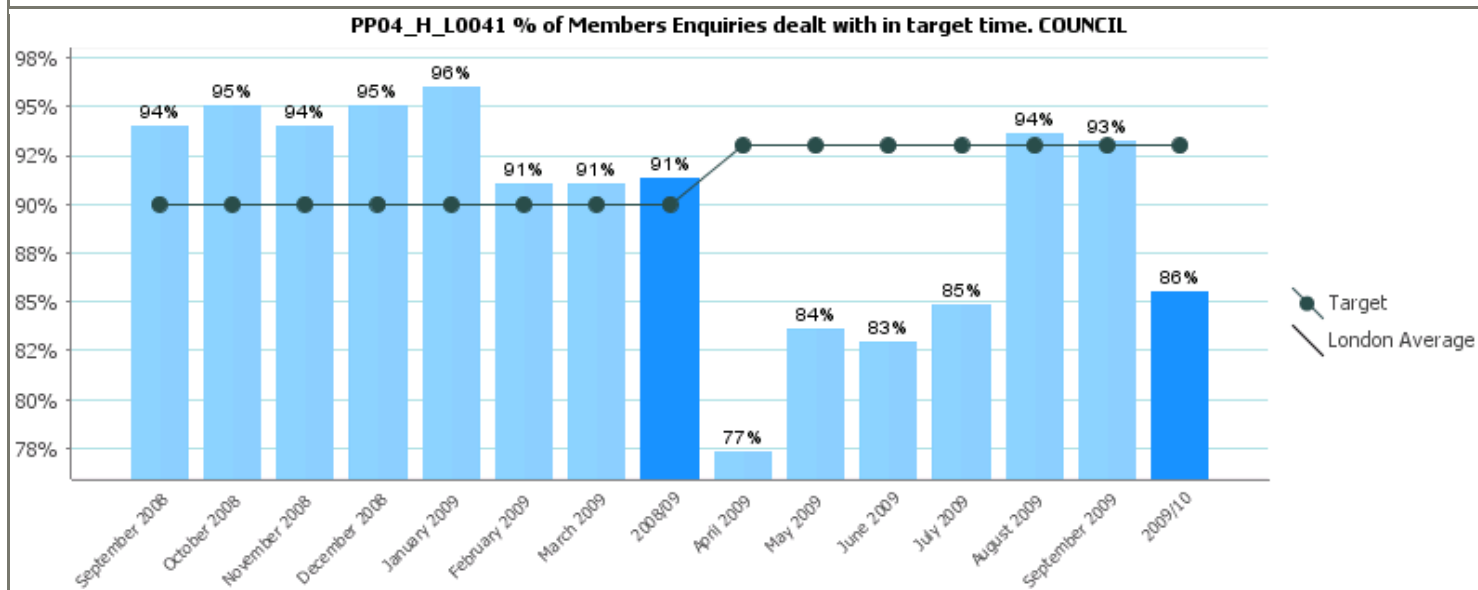
Local Indicator 041	Percentage of Members Enquiries dealt with in target time. Council Wide.	
		Target
2008/09		93%
	Value	
August 2009	94%	
September 2009	93%	
2009/10	86%	
Total Number of Members Enquiries dealt with. COUNCIL		1777
Number of Members Enquiries dealt with in target time. COUNCIL		1520




Explanation of Current performance:

Member Enquiry performance has met or exceeded target for the last two months. The year to date performance reflects low performance prior to August.

Current Activities:

Action taken by Urban Environment to address their performance at the start of the year is proving to be effective.



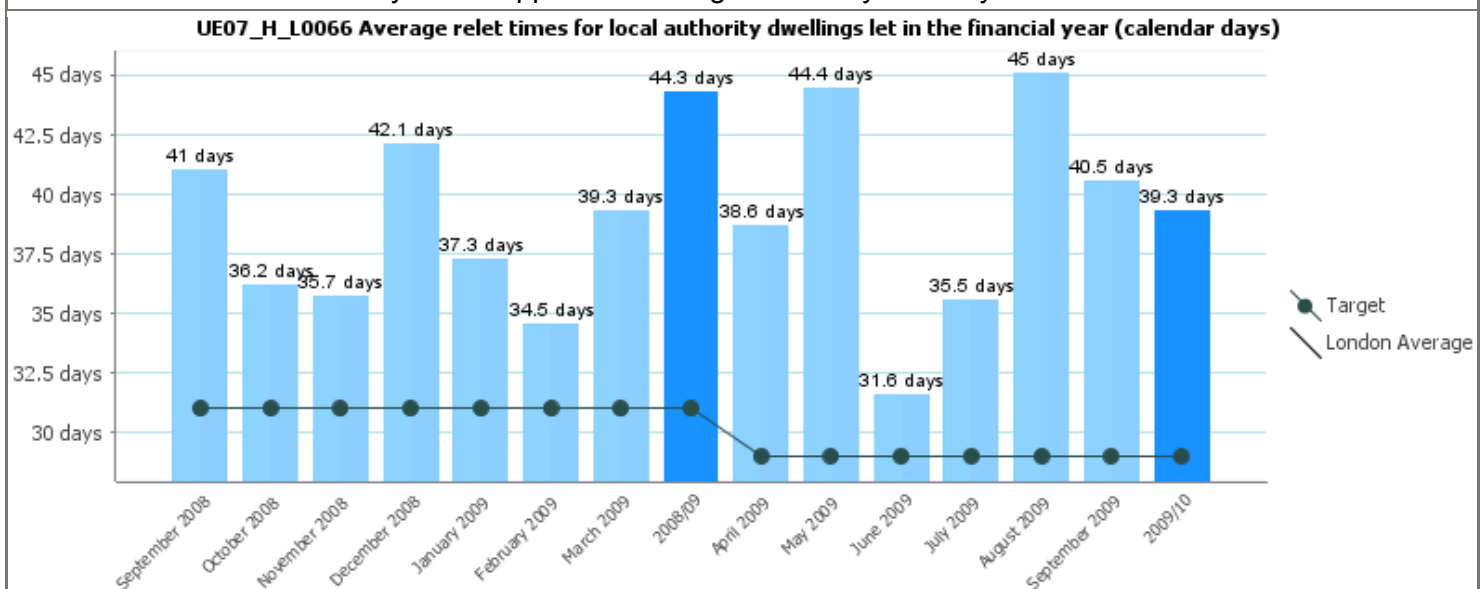
Local Indicator 066	Average re-let times for local authority dwellings let in the financial year (calendar days)		
			Target
2008/09			29 days
	Value	Status	
August 2009	45 days	 Red	
September 2009	40.5 days	 Red	
2009/10	39.3 days	 Red	
Average general needs relet times for local authority dwellings let in the financial year (calendar days)			
Average supported housing relet times for local authority dwellings let in the financial year (calendar days)			78 days (year to date)

There is a Void improvement project group which is looking at improving the overall void performance. The project has leads from Repairs, Tenancy Management and Lettings with the aim to reduce the void turnaround and cost. The project has targets set for 3,6, and 12 month periods with some of the new initiatives in place being:

- Void Surveyors specifying using mobile devices.
- Master key system for void access.
- Reduced cost of repairs.
- Notification incentive with voids being specified prior to existing tenant moving out.

Weekly performance discussions with monthly meetings being held between lead Void Brief holders. The voids improvement group currently meet every 2/3 weeks to monitor the project and the void project board meeting 6 weekly to discuss and monitor progress.

General needs lets are 31 days and supported housing lets 78 days in the year to date.



Appendix 2

Table 1: **Revenue 2009/10** - The aggregate revenue projected position in 2009/10 is shown in the following table.

	Approved Budget	Projected variation
	£m	£m
Children and Young People	69.8	3.0
Adults, Culture & Community	76.1	0.5
Corporate Resources	6.1	0.4
Urban Environment	48.5	0.5
Policy, Performance, Partnerships & Communications	8.7	0.0
People, Organisation & Development	(0.6)	0.0
Chief Executive	0.7	0.0
Non-service revenue	33.2	(2.5)
Total - General Fund	242.5	1.9
Children and Young People (DSG) - Non-Schools	0.0	0.0
Children and Young People (DSG) - ISB	0.0	0.0
Total - Dedicated Schools Grant	0.0	0.0
Total - Housing Revenue Account	(0.6)	0.0

Table 2: **Capital 2009/10** - The aggregate capital projected position in 2009/10 is as shown in the following table.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People			
BSF Schools Capital Programme	82.8	25.6	(5.9)
Primary Capital Programme	5.4	1.3	(0.8)
Early Years, Community and Access	2.9	0.4	(0.4)
Planned Asset Maintenance	1.2	0.4	0.0
Devolved Schools Capital	2.9	0.0	0.0
Social Care and Other	0.1	0.0	0.0
Total - Children & Young People	95.3	27.7	(7.1)
Libraries	1.3	0.1	(0.4)
Agency (DFG)	1.5	0.2	0.0
Lordship Recreation Ground	0.6	0.4	0.0
Burial Provision at Cemeteries	1.6	0.0	(1.4)
Sports and Leisure Improvement Programme	1.9	0.3	(1.0)
Markfield Park	1.1	0.8	0.0
Other schemes/projects under £1m	4.4	0.3	(0.6)
Total - Adults, Culture & Community	12.4	2.1	(3.4)
Corporate Resources			
Information Technology	3.5	0.5	(1.5)
Property Services	6.1	0.5	(4.5)
Corporate Management of Property	1.8	0.4	(0.0)
Accommodation Strategy Phase 2	2.8	0.4	(0.6)
Other schemes/projects under £1m	0.5	0.3	0.0
Total - Corporate Resources	14.6	2.0	(6.6)
Urban Environment – General Fund			
Reprovision of Recycling Centre	1.0	0.0	(0.5)
Private Sector Housing Activities	1.0	0.0	0.0
Bus Priority Network	0.6	0.0	0.0
Street Lighting	2.0	0.6	0.0
BorRds,H'ways Resurfacing	2.8	0.3	0.0
GAF 3	2.5	0.3	(0.6)
Other schemes/projects under £1m	8.3	0.2	(0.4)
Total - Urban Environment – General Fund	18.2	1.5	(1.5)
Total - Policy Perf Partnership & Comms	0.1	0.0	0.0
Urban Environment - HRA			
Housing Aids & Adaptations	1.6	0.3	0.0
Planned Preventative Maintenance	3.0	1.4	(0.2)
Housing Extensive Void Works	1.2	0.6	0.6
Boiler Replacement	1.6	0.8	0.0
Capitalised Repairs	4.4	2.2	0.0
Lift Improvements	0.9	0.1	0.0
Decent Homes Standard	40.5	17.2	(0.4)
Mechanical & Electrical Works	2.8	1.7	(0.2)
Professional Fees	1.4	0.6	0.0
Other schemes/projects under £1m	3.3	0.8	0.1
Total - Urban Environment - HRA	60.6	25.7	(0.1)
Total- Haringey Capital Programme	201.2	59.0	(18.7)

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

<i>Revenue Virements</i>						
a	b	c	d	e	f	g
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
P7	AC	Rev	198	198	Budget Realignment	Realignment of Day Care Budgets.
P7	AC	Rev*	497		Budget Realignment	Transfer of the carers grant from the Commissioning and Strategy Business Unit to Adult Services Business Unit
P7	AC	Rev	162	166	Budget Realignment	Transfer of the Policy Team from the Commissioning and Strategy Business Unit to Adult Services Business Unit .
P7	AC	Rev	139	139	Budget Realignment	Virement to correct allocations of pre agreed savings.
P7	AC	Rev*	589	589	Budget Realignment	Allocation of savings from improved commissioning and brokerage to appropriate budget heads.
P7	AC	Rev*	322	322	Budget Realignment	Allocation of Mental Health capacity grant to appropriate budget heads
P7	AC	Rev*	1,897		Allocation of Grant Funding	Allocation of 2 nd half year ABG grant allocations to appropriate budget heads.
P7	AC	Rev*	287	287	Budget Realignment	Account maintenance – transfer of budgets from a closing cost centre to new cost centre.
P7	UE	Rev*	576		Allocation of Grant Funding	Virement following confirmation of grant funding from North London Strategic Alliance and London Development Agency
P7	CY	Rev*	7,261		Allocation of Grant Funding	2009/10 Area Based Grant Childrens Trust 2nd half year allocation
P7	CY	Rev*	513	513	Allocation of Grant Funding	The virement reflects increases in both grant and associated expenditure codes following notification of increased grant allocations.
P7	CY	Rev	(224)		Allocation of Grant Funding	Reduction in Early Years grant to reflect lower actual pupil numbers
P7	CY	Rev*	592		Allocation of Grant Funding	Virement to reflect increase in Standard Funds allocations as a result of finalised pupil numbers.
P7	CY	Rev*	800		Budget Realignment	Virement to reallocate CYPS resources to supplement the LAC Commissioning budget.
P7	CY	Rev*	896		Budget Realignment	Allocation of Area Based Grant to Business Units
P7	HC01	Rev*	1,569	1,569	Budget Realignment	Allocation of pay inflation (1% & 1.25%) to reflect the Greater London Provincial Council agreement.

<i>Capital Virements</i>						
Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
6	CR	Cap*	(1,500)		Re-phasing	Since the creation of the IT Prioritisation Board, only projects with a fully developed business cases have been approved and funding released. This ensures that only appropriate projects are funded but has had an implication for the timing of spend. This virement re-profiles £1.5m into 2010/11 to fund projects that have been agreed but will not spend until the new year.
6	CR	Cap*	(4,405)		Re-phasing	The current budget is based on an historical spend profile. Following the report to Cabinet in July and formation of a new programme board to manage the project, spend profiles have been reviewed and the project budget therefore requires rephasing.

1. Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table; figures in column d relate to changes in the current year's budgets and in column e to changes in future years' budgets (full year). These changes fall into one of the following categories:

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



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

2. Under the Constitution, certain virements are key decisions. Key decisions are highlighted by an asterisk in the table and are:

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

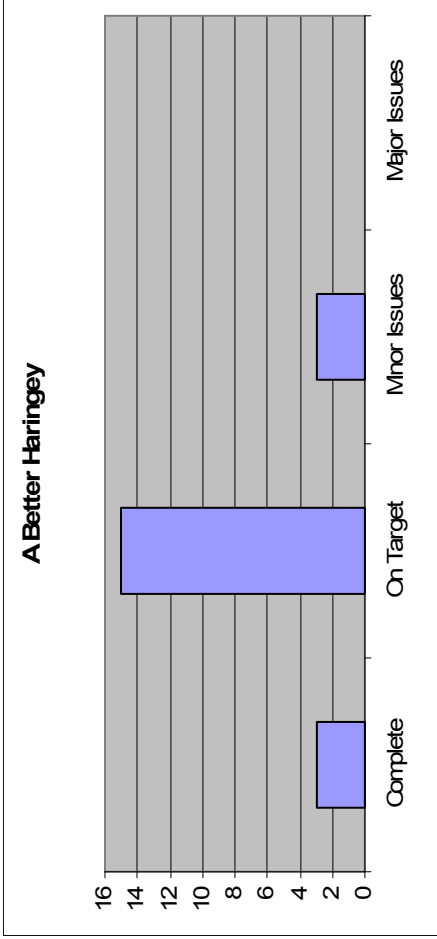
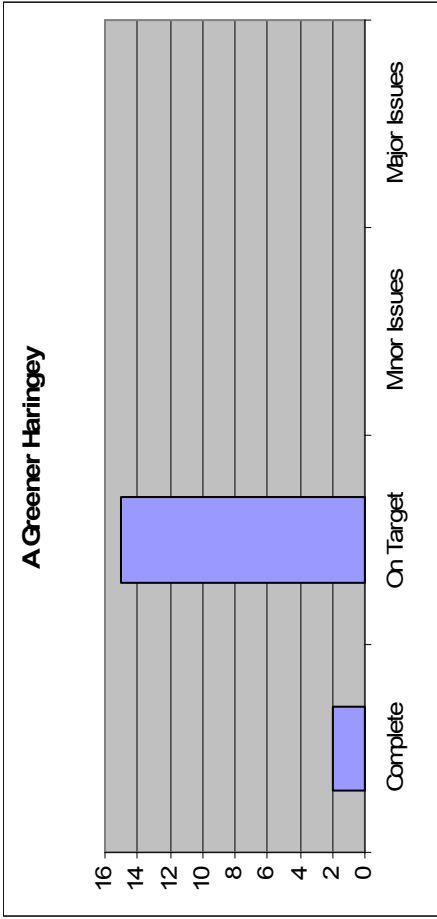
2.2 for capital, any virement which results in the change to a programme area of more than £250,000.

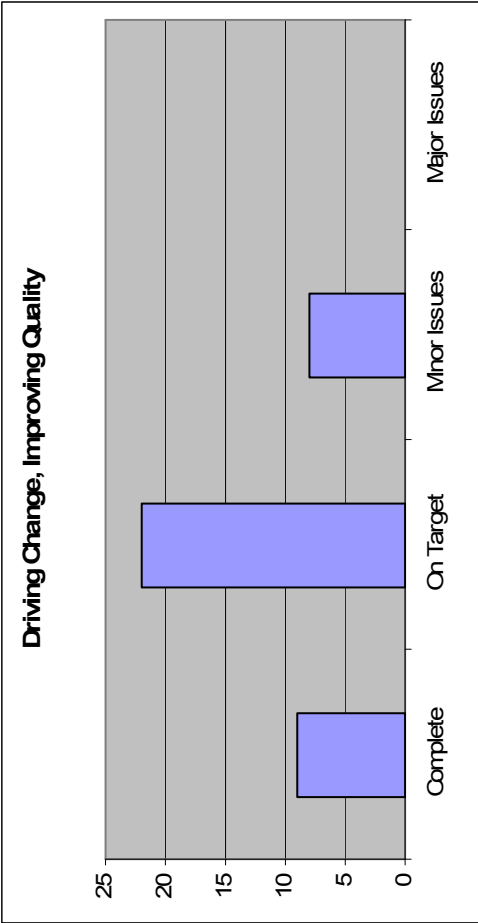
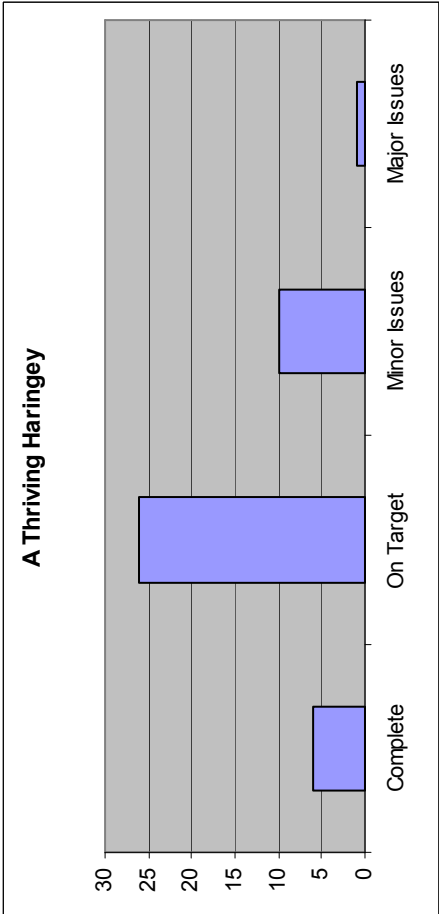
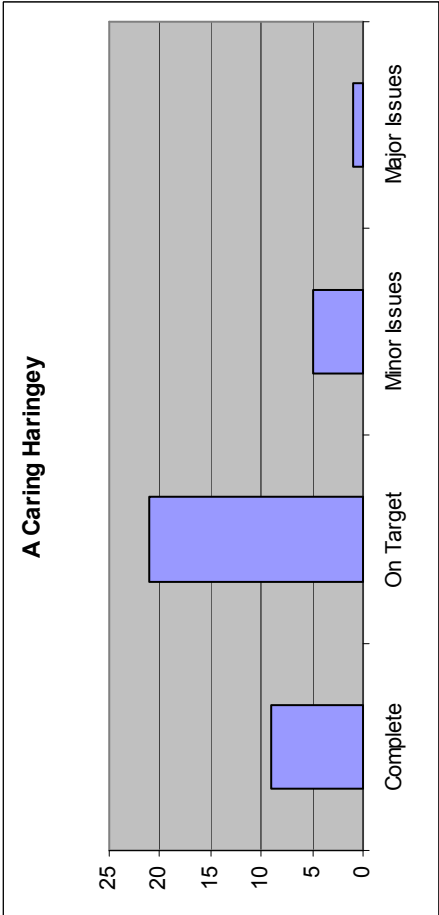
Table 4: **RAG status** of planned savings and planned investments

Council Wide Savings and Investments	2009/10 Target £'000	Sep-09	
Planned Savings - Red		316	
Planned Savings - Amber		1,642	
Planned Savings - Green	<i>7,482</i>	5,524	
Planned Investments - Red		135	
Planned Investments - Amber		0	
Planned Investments - Green	<i>4,260</i>	4,125	

Appendix 3: Council Plan 2009-10 Quarterly Update report: Quarter 2 activities upto end of September 2009

1. Directorates are asked to provide an update every quarter of progress against actions in their Directorate Plans that form the 2009-10 Council Plan.
2. Of 155 actions in the Council Plan, 28 are now reported as complete and 98 are on target. Minor issues are reported for 27 actions. Two actions report major issues that are likely to affect the ability to complete the action by the agreed target date. These are:
 - Review the current Housing Preferred Partnership arrangements. Original target date was 31 October 2009. Consultation with Registered Social Landlords has now been completed and reported to Integrated Housing Board on 21 September 2009. The draft will be amended in line with feedback and reissued for further consultation before a finalised document is considered by Integrated Housing Board on 26 November 2009.
 - Set up and launch a rent deposit scheme for non-priority homeless. Original target date was 30 September 2009. £15,000 of small grant funding has been secured through a bid to the CLG and further funding is being sought. Discussions with potential scheme providers are continuing and the scheme will be launched by March 2010.
3. The charts on page 2 provide a summary of progress against actions by the Council Plan priorities as of 30 September 2009.
4. The following tables on pages 3 to 13 provide a summary of key achievements and reported issues on an exception basis. Where no achievements or issues are mentioned, progress has been reported as on target.





PRIORITY 1. A Greener Haringey			
Objectives	Desired Outcomes	Achievements this quarter	Issues
1.1 Increase recycling and reduce waste	<ul style="list-style-type: none"> ➤ Improve recycling rates to 32% by March 2010 ➤ Reduce amount of waste to 570 kilograms per head in 2009/10 	<ul style="list-style-type: none"> ➤ All Enterprise street cleansing teams are now collecting recyclable street sweeping and litter arisings separately. Enforcement recycling all street cleansing waste. ➤ Love Food Hate Waste campaign, runs until March 2010 with a series of events to be run with NLWA. Real Nappies scheme in place 	None reported
1.2 Transport	<ul style="list-style-type: none"> ➤ Promoting sustainable and safe travel ➤ Reduce congestion 	<ul style="list-style-type: none"> ➤ Transport Forum established ➤ TfL bid has been agreed by Cabinet Develop Transport Strategy ➤ New Car Club scheme in operation providing access to 27 vehicles at 14 on street locations 	None reported

PRIORITY 1. A Greener Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
1.3 Sustainable Haringey	<ul style="list-style-type: none"> ➤ Improve sustainability and reduce CO2 emissions across Council buildings by 3.0 % in 2009/10 ➤ Improve the use of our Environmental Resources ➤ “Green Libraries” programme. 	<ul style="list-style-type: none"> ➤ Muswell Hill selected as one of ten London Low Carbon Zones ➤ Funding from LDA to undertake a decentralised energy network feasibility study ➤ Garden area at rear of Marcus Garvey Library has now been cleared by the A Team. Next phase is to prepare the ground in preparation for landscaping. As part of BBC Breathing Spaces project the Zen Garden has been planted to attract butterflies 	None reported

PRIORITY 2. A Better Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
2.1 Improve the natural environment	<ul style="list-style-type: none"> ➤ Improve upgrade, replace and add new recreation facilities and physical infrastructure ➤ Deliver sustainable recreation services and provision across the borough 	<ul style="list-style-type: none"> ➤ Parkforce launch event attended by major stakeholders at Albert Road Recreation Ground and Stewards deployed across parks 	<ul style="list-style-type: none"> ➤ Markfield restoration project: The only major outstanding issue is the new gas connection for the pavilion. The launch of the new facilities will take place early next spring.
2.2 Continue to improve the cleanliness of the borough	<ul style="list-style-type: none"> ➤ Improve the cleanliness of our streets 	<ul style="list-style-type: none"> ➤ Waste Minimisation Action Plan: The first of a programme of clean sweeps has been arranged in the gyratory gardens area, for the week beginning 26/10/09. Resident engagement activities were undertaken in Aug/Sept to identify main concerns and tackle perceptions. 	<ul style="list-style-type: none"> None reported
2.3 Improve road condition, street infrastructure and road safety	<ul style="list-style-type: none"> ➤ To improve road condition and street infrastructure ➤ Delivery of the Highways Works Plan ➤ Implementation of Traffic Management Act (TMA) permit scheme for utilities companies 	<p>Progress reported as on target</p>	<ul style="list-style-type: none"> ➤ Delivery of the Highways Works Plan: Planned investment is on schedule. Investment levels unlikely to secure full desired improvements in road condition and street infrastructure due to legacy of deterioration.

PRIORITY 2. A Better Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
2.4 Contribute to the reduction of crime and fear of crime in Haringey	<ul style="list-style-type: none"> ➤ Prevent and reduce persistent anti-social behaviour (ASB) ➤ Contribute to the reduction of crime and fear of crime ➤ Reduce the harm caused by alcohol & drugs 	<ul style="list-style-type: none"> ➤ ASB Action Team report a number of notable successes for the 6 month period since April 2009 for ASB including 140 families engaged with no further enforcement action; Justice Seen, Justice Done allocated money for victim support; a Witness Support Officer for ASB cases in civil court ➤ A joint Haringey/Enfield violence action plan is currently being delivered and monitored through the Operation Swift gold group. ➤ Safer Schools Partnership Weapons Awareness Project started on 22nd September. The project will run until March 2010. ➤ Test Purchasing schemes carried out in the period July-Sept. resulted in; 38 alcohol test purchases with 6 sales, 4 cigarette test purchases with 1 sale and 2 knife test purchases resulting in 1 sale. Ratio of sales to test purchases is 18.2%. 	<ul style="list-style-type: none"> ➤ The actions shown are 'On Target' however NI 15 will not achieve its annual target ➤ Actions for reduce the harm caused by drugs and alcohol are 'On Target' however there are some 'Major Issues' relating to the short term targets. Latest provisional figures indicates that the target for problematic drug users entering and being retained in treatment will be missed by 51 admissions for that period with admissions per 100 000 population at 1630 against target of 1579. ➤ Local analysis has shown that the main causes for alcohol related hospital admissions are mental and behavioural disorders and cardiovascular disease. A number of interventions have been put in place to address this issue.

PRIORITY 3. A Thriving Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
3.1 Children and Young People	<ul style="list-style-type: none"> ➤ Improve attendance and raise standards of achievement for all children and young people across all sections of our community ➤ Further improve the quality of early year's education ➤ Reduce the number of 16-19 year olds who are not in education, employment or training (NEET) ➤ Developing the CYPs capital strategy, including expansions and children's centres ➤ Deliver the 0-19 strategy so that children and young people are able to enjoy wider opportunities through a broad curriculum and out of school learning activities 	<ul style="list-style-type: none"> ➤ Building Schools for the Future: All 12 schools currently on site. First practical completion on target for December 2009 ➤ 2009 results show improvements at KS2 combined English and Maths improved by 3% to 69%. This is the closest we have been to the national average (72%). ➤ KS4 GCSE 5+ A*-C improved to 67% best result ever and English and Maths improved to 45.7%. ➤ Level of NEETs and unknowns is below targets set for 2009. NEET group is now down to most complex, and hardest to engage groups. ➤ Foundation Stage results: % achieving at least 78 points and 6+ in all PSE and CLL increased by 1%. Gap between median and lowest 20% reduced to 34.4% which is almost at target. 	<ul style="list-style-type: none"> ➤ Completion of children centre phase 3 developments: Progress is being made on the agreed new main site. Time scales are tight for delivery, which causes project to stay at amber for this reporting period ➤ School places: Primary strategy funds concentrating on delivery of Broadwater Farm ILC and Rhodes Avenue expansion. Uncertainty around future pupil place requirements is putting pressure on available funds to deliver other schemes.

PRIORITY 3. A Thriving Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
3.2 Improve Housing	<ul style="list-style-type: none"> ➤ Halve the number of homeless households in temporary accommodation, by March 2010 ➤ Improve management of Houses in Multiple Occupation (HMO) ➤ Ensure the efficient management and maintenance of the Council's housing stock 	<ul style="list-style-type: none"> ➤ The Temporary Accommodation Procurement Strategy has been produced and is now being implemented. A more long term procurement strategy will be produced by the end of the financial year 2009/10. ➤ Number of homeless households in temporary accommodation reduced to 4123 as at 30 September 2009 ➤ External funding secured for cavity wall insulation and retrofitting stock 	<ul style="list-style-type: none"> ➤ Carry out planning policy review of HMO: The full strategy will not be developed within the target time for this Action. The strategy will be based on the finding of the research we are currently conducting and the target date will need to be amended to September 2011.

PRIORITY 3. A Thriving Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
3.3 Improve opportunities for Leisure	<ul style="list-style-type: none"> ➤ Improve upgrade, replace and add new recreation facilities and physical infrastructure ➤ Develop active and health lifestyle programmes 	<ul style="list-style-type: none"> ➤ Squash Court refurbishment is complete, launch event on 29/09/09; Pool Covers installed at Tottenham Green and Park Road. ➤ Free Swimming for Over 60's and under 16's initiative implemented April 2009 success to date 31,000 free swims. ➤ First Natural Play Site opened at Paignton Park under 'Playbuilder' scheme. Consultation has been undertaken for nine remaining sites designs drawn-up and progressing to tender stage. ➤ Alexandra Park Library re-furbished and externally re-decorated. Launch to be held in October 2009. ➤ Hornsey wellbeing suite open and functioning. IAPT (NHS Haringey) to start counselling sessions Mon-Fri 9-5pm from 12th October 2009. ➤ North London Cultural Map has now been published with funding from Arts Council 	<ul style="list-style-type: none"> ➤ Implement Haringey 'Make a Change' programme: The project has been put on hold due to the CIF application needing to be assessed by Sport England. They assure us that this will be undertaken by the end of October. ➤ Complete White Hart Lane Community Sports Centre masterplan and funding strategy Cabinet report delayed until December 09. Business case is complete. ➤ Muswell Hill My Place bid was unsuccessful. The roof has been renovated.
3.4 Maintain and Extend Cultural and Library Services	<ul style="list-style-type: none"> ➤ Enable libraries to become community hubs and expand the range of services ➤ Increase the number of Haringey residents engaging and participating in the arts 		

PRIORITY 3. A Thriving Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
3.5 Regenerate the Borough	<ul style="list-style-type: none"> ➤ Responding to the recession ➤ Deliver key regeneration programmes in Haringey ➤ Develop Local Development Framework (LDF) & Core Strategy 	<ul style="list-style-type: none"> ➤ Corporate Recession dashboard developed and now being updated on bi-monthly basis. Next updated October 2009. ➤ Core Strategy on target for completion by March 2011 	<ul style="list-style-type: none"> ➤ There are slight issues with pace of delivery of major sites such as Tottenham Hale and Haringey Heartlands due to economic climate. Overall progression remains on track. ➤ Improvements to Tottenham High Road: Bruce Grove, Townscape Heritage Initiative, Phase 3. On schedule but minor delays expected due to legal complications with previous group of properties. Architect is progressing with the preparation of the tender specification and a planning application is expected in October 2009. Construction on-site expected early 2010. ➤ Myddleton Road – Delays due to re-profiling of capital spend. A project proposal will be worked up with the Strategy Group to deliver approved projects

PRIORITY 4. A Caring Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
4.1 Support vulnerable adults to live independently	<ul style="list-style-type: none"> ➤ Maintain and further improve Adult Services 2 star performance rating ➤ Transforming Adult Services by implementing self-directed support in two pilot areas ➤ Ensure Safeguarding Adults practice is fully embedded throughout the service ➤ Strengthen Commissioning and in house services to develop a market that can respond flexibly to individual users support plans outcomes ➤ Improve take up of benefit entitlements 	<ul style="list-style-type: none"> ➤ Adults personalisation commissioning framework was completed in July 2009. ➤ Self directed support for Adults services has been implemented in Physical Disabilities and Learning Disabilities services and on track for Older People's Service. ➤ Self auditing Safeguarding of Vulnerable Adults workflow fully integrated into Framework 1. The use of the case file audit tool is ongoing and now also includes an action plan to facilitate learning from the case file audit. ➤ Adults safeguarding Risk assessment now implemented. Training being undertaken. ➤ A new policy to allow business ratepayers experiencing difficulty to spread instalments over 12 instead of 10 months has been adopted. 	None reported

PRIORITY 4. A Caring Haringey

Objectives Desired Outcomes

Achievements this quarter Issues

4.2 Support all children

- Improve outcomes for vulnerable children
- Work with partners to improve the identification of children and young people who may be vulnerable or at risk
- Improve the life chances for children in care

- BLT is working jointly with the Pension Service at both a national and local level to maximise the take up of a range of benefits. Local working since April 2009 has identified an additional 50 claims for benefit covering Pension Credit and disability based benefits.

- The Joint Area Review Action Plan has now been revised and re-issued as the Safeguarding Plan. Actions have been profiled into 'phases' to address the next Ofsted visit, the period immediately beyond and the remainder of the work to 2012. The September monitor showed 8 actions (of 51) as 'Red' – all of which have remedial action in hand and will be corrected in October

- A new programme of monitoring is now in place for children under the age of 3 who are living at home and have a Child Protection Plan for abuse or neglect. All members of the directorate management team

None reported

PRIORITY 4. A Caring Haringey

Objectives	Desired Outcomes	Achievements this quarter	Issues
		<p>have an allocation of cases where they monitor the work and meet with social workers and Child Protection Advisers to discuss the work to protect the child</p> <p>➤ Improve the quality and accuracy of health referrals for children and young people. Good progress is being made and a model referral has been developed that is being delivered to health staff at the beginning of November.</p>	
4.3 Prevent Homelessness	<p>➤ Tackle homelessness, overcrowding and under occupation</p> <p>➤ Maximise the development of affordable housing</p>	<p>➤ A draft lettings policy has been prepared and consultation with Members planned for Leaders Conference in October 2009.</p>	<p>➤ Consultation with Registered Social Landlords on the Housing Preferred Partnership arrangements has been completed. The draft will be amended in line with feedback and reissued for a further consultation before a finalised document is considered by Integrated Housing Board on 26 November 2009.</p>

PRIORITY 5. Driving Change, Improving Quality

Objectives	Desired Outcomes	Achievements this quarter	Issues
5.1 Engaging citizens	<ul style="list-style-type: none"> ➤ Improving stakeholder engagement and consultation ➤ Support communities to influence and shape the quality of services in their neighbourhoods ➤ Support Council Members in their “Community Champion” role. 	<ul style="list-style-type: none"> ➤ On Sunday 20 September, the first ever Harringay Green Lanes Food Festival was held with over 10,000 people attending, which organized by Neighbourhood Management in partnership with Green Lanes’ businesses and other partners. 	None reported
5.2 Deliver Value for Money	<ul style="list-style-type: none"> ➤ Develop a single approach to the customer ➤ Implement shared services ➤ Delivery of efficiency savings identified through the Value For Money (VFM) review process ➤ Conversion to the International Financial Reporting Standards (IFRS) and enhance Treasury Management procedures ➤ Develop Procurement Strategy and set in place a Framework Agreement for key procurement activities 	<ul style="list-style-type: none"> ➤ Pan London out of hours call handling shared service went live in August 2009. 	<ul style="list-style-type: none"> ➤ Develop and set in place a Framework Agreement for asbestos survey and removal. Original target date of 30th September 2009 was not achieved. Asbestos surveying to go to committee in October. Asbestos removal out to tender due back 12 November 2009.

PRIORITY 5. Driving Change, Improving Quality

Objectives	Desired Outcomes	Achievements this quarter	Issues
5.3 SMART Working	<ul style="list-style-type: none"> ➤ Support and develop staff and managers ➤ Excellent people management and development ➤ Better collaboration with partners ➤ Deliver Key strategic property developments ➤ Reduce the overall cost of accommodation by rationalising the offices portfolio and disposing of our older, less efficient buildings. 	<ul style="list-style-type: none"> ➤ Improve and Innovate social site launched. Improve and Innovation week held in July 2009. ➤ Social Care development programme launched and being delivered for Adults and Children's social care from June 2009 ➤ SMART working rolled out across a number of buildings: 288 staff operational from 200 desks at a 7:10 ratio. 	<ul style="list-style-type: none"> ➤ Implementation of the equal pay rollout has been delayed but it is anticipated that will get back on track with some additional resources. ➤ Staff survey timeline slippage - reprogrammed for focus group research to start October 2009 and online survey to go live January 2010

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Appendix 4

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 1	% of people who believe people from different backgrounds get on well together in their local area	76%		78%	Final published Place Survey result from Communities and Local Government
NI 2	% of people who feel that they belong to their neighbourhood	51%			Final published Place Survey result from Communities and Local Government
NI 3	Civic participation in the local area	18%			Final published Place Survey result from Communities and Local Government
NI 4	% of people who feel they can influence decisions in their locality	40%		43%	Final published Place Survey result from Communities and Local Government
NI 5	Overall/general satisfaction with local area	70%		73%	Final published Place Survey result from Communities and Local Government
NI 6	% of people who take part in formal volunteering at least once a month.	21%		23%	Final published Place Survey result from Communities and Local Government
NI 7	Environment for a thriving third sector	19.00%		22.00%	No target was set for 2008/09, this performance will act as baseline for future years. Targets for 2009/10 and 2010/11 are now set.
NI 08	Adult participation in sport and active recreation (2007-2010 stretch target)			27%	2008/09 active people data will be available in November 2009 Qtr 3 Leisure attendance is at 695,958 exceeding target, and Active Card Membership is at 20,106, also exceeding target.
NI 09	Use of public libraries	52%		53%	This is an annual survey and is the first set of baseline data. A target of a 1% increase has been set for 2009/10. 08/09 result = 51.9%.
NI 10	Visits to museums and galleries	65%		66%	This is an annual survey and is the first set of baseline data. A target of a 1% increase has been set for 2009/10. 08/09 result = 65%.
NI 11	Engagement in the Arts	58%			This is an annual survey and is the first set of baseline data. A target of a 1% increase has been set for 2009/10. 08/09 result = 57.6%.
NI 13	Migrants' English language skills and knowledge	54%		No data for this range	
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide		22%	16%	The avoidable contact for September 2009 has increased by 1.7 percentage points in comparison to August 2009 (20.2%). The key enquiries driving avoidable contact relate to progress of 'new claims', 'change of circumstances', 'PCN tickets', 'payments' including 'Council Tax', 'claim status' enquiries, 'entitlement enquiries', 'summons', pest control appointments, and 'secondary school admissions'. Customer Services continue to liaise with Directorate and are working to identify process improvements to reduce 'avoidable contact'.
NI 15	No. of recorded most serious violent crimes		250	100	A partnership approach to violence and gangs continues to be delivered. The gangs and violence problem solving group has expanded its remit to include cross borough issues. - A joint Haringey and Enfield violence action plan is currently being delivered and monitored through the Operation Swift gold group. - The Safer Schools Partnership Weapons Awareness Project started on 22nd September. The project will run until March 2010 and all year 10 students will benefit
NI 16	Serious acquisitive crime rate	37	17	18.1	This figure is based on the most recent MPS TP Scorecard covering the period 1st April - 27th September 2009 and is used as a proxy for September 2009
NI 17	Perceptions of anti-social behaviour	28%		30%	Final published Place Survey result from Communities and Local Government
NI 18	Adult re-offending rates for those under probation supervision	1%			
NI 19	Rate of proven re-offending by young offenders		0.82	No data for this range	
NI 20	Assault with injury crime rate		4.74		No target has been set for 2009/10
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	28%		32%	Final published Place Survey result from Communities and Local Government
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	30%		58%	Final published Place Survey result from Communities and Local Government

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 23	Perceptions that people in the area treat one another with respect and consideration	38%		52%	Final published Place Survey result from Communities and Local Government
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour	No data for this range		No data for this range	
NI 25	Satisfaction of different groups with the way the police and local council dealt with antisocial behaviour	No data for this range		No data for this range	
NI 26	Specialist support to victims of a serious sexual offence	No data for this range		No data for this range	
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	29%			Final published Place Survey result from Communities and Local Government
NI 28	Serious knife crime rate	2	1	1	Changes in the classification of serious violence offences continue to play a part in performance: -Gun crime and knife crime now include where an object was; perceived, intimidated or used. -The BIU and CST will be carrying out further analysis of the 129 most serious violence incidents (in the FY to date) to identify what proportion include the actual use of a weapon. A suitable response will be developed on the basis of this analysis.
NI 29	Gun crime rate - Rolling Year	0	89	118	
NI 30	Re:offending rate of prolific and other priority offenders	No data for this range		No data for this range	
NI 32	Repeat incidents of domestic violence				
NI 33	Arson incidents	247			
NI 34	Domestic violence – murder	No data for this range		No data for this range	
NI 35	Building resilience to violent extremism	2		3	Self evaluation has been completed and average score submitted to DCLG Data Interchange Hub.
NI 36	Protection against terrorist attack				
NI 37	Awareness of civil protection arrangements in the local area	14%			Final published Place Survey result from Communities and Local Government
NI 38	Drug related (Class A) offending rate	No data for this range		No data for this range	
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	1626		1,654	There were 1219 admissions in Q1-3. Combined with the local estimate of 407 for the quarter 4, this brings the full 2008-9 figure to an estimated 1626. This means we are unlikely to meet the target of 1579 for 2008-9. It should be noted however that outcomes from the new investment and the local actions are likely be seen long term as a large number of admissions are a result of long term drinking.
NI 40	Number of drug users recorded as being in effective treatment		1045	1,024	Data covers March 2008- February 2009 =1045 problematic drug users (PDUs) in effective treatment (ET). This is a 12% increase on 2007/08 baseline. Please note that due to the way this target is calculated the performance level can go down as well as up. However, continued growth at this rate will result in a more challenging target 09/10 and 10/11 against projected cuts in the Pooled Treatment Budget
NI 41	Perceptions of drunk or rowdy behaviour as a problem	35%		28%	Final published Place Survey result from Communities and Local Government
NI 42	Perceptions of drug use or drug dealing as a problem	37%		43%	Final published Place Survey result from Communities and Local Government
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	6.6%	8.0%	6%	
NI 44a	Ethnic composition of offenders on Youth Justice System disposals: White	-14.3%			
NI 44b	Ethnic composition of offenders on Youth Justice System disposals: Mixed	0.3%			

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 44c	Ethnic composition of offenders on Youth Justice System disposals: Black or Black British	-4.7%			
NI 44d	Ethnic composition of offenders on Youth Justice System disposals: Asian or Asian British	20.8%			
NI 44e	Ethnic composition of offenders on Youth Justice System disposals: Chinese/Other	-2%			
NI 45	Young offenders' engagement in suitable education, training and employment	75.3%	75.6%	76.0%	
NI 46	Young Offenders' access to suitable accommodation	96.6%	100%	97%	
NI 47	People killed or seriously injured in road traffic accidents - Percentage change	5%	9.2%		Data is received from TfL 3 months in arrears. The most recent data is the March 2009 figure of 9.2%, which shows that we are currently ahead of target for this year. However it should be noted that the relatively low number of persons KSI in the last couple of years will make this year's percentage reduction target particularly challenging to achieve.
NI 48	Children killed or seriously injured in road traffic accidents - percentage change	15.00%	13%	6.00%	Data is received from TfL 3 months in arrears. The most recent data is the March 2009 figure of 13.2%
NI 50	Emotional health of children	56.00%			
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services	13	13	15	Four elements of CAMHS (learning difficulties, 24 hour cover urgent mental health, services for 16 and 17 years old, early identification and intervention) and scored on a scale of 1-4, maximum overall score is 16.
NI 52a	Take up of school lunches - Primary Schools				
NI 52b	Take up of school lunches - Secondary Schools				
NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks	66%	62%	50%	62% relates to quarter Q1 which is now been collected. Q2 awaiting data from a number of GPs, it is anticipated that Q2 target will be met
NI 53b	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants for whom breastfeeding status is recorded	86%	86%	90%	86.4% relates to quarter Q1 data which is now been collected.
NI 54	Services for disabled children	No data for this range		No data for this range	
NI 55(v)	Obesity in primary school age children in Reception: Line 5			13.00%	
NI 56(x)	Obesity in primary school age children in Year 6: Line 10			24.00%	2008/09 figure expected December 09
NI 57	Children and young people's participation in high-quality PE and sport	No data for this range		No data for this range	
NI 58	Emotional and behavioural health of looked after children	No data for this range		No data for this range	

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral		19%	53%	<p>The low percentage of initial assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at - recent trends are beginning to show some cautious improvements and we believe we remain on track to reach the declared target of 53% by the end of December 2009.</p> <p>Current Activities</p> <p>There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff has impacted on our performance. 6 newly qualified social workers (NQSWS) have joined the First Response service and they are now able to take on increasingly complex work. Two further permanent NQSWs are due to join the team this month, with Best Practice</p> <p>A thresholds document is in place which is helping to clarify and enable consistency. Audits undertaken by an Independent Social Worker in July and August show that there has been an improvement in the quality of Initial Assessment undertaken with appropriate outcomes and recommendations.</p>
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement		43%	63%	<p>The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at - work to improve timeliness is appearing to be effective and we believe we remain on track to reach the declared target of 63% by end of December 2009.</p> <p>Current Activities</p> <p>There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. 6 newly qualified social workers (NQSWS) have joined the First Response service and they are now able to take on increasingly complex work. Two other permanent NQSWs are due to join the team this month, with Best Practice</p> <p>A thresholds document is in place which is helping to clarify and enable consistency.</p>
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	57%	78%	<p>The numbers for this indicator are extremely low, and percentages should be interpreted with caution. In the year to date, 7 children have been adopted, and 4 of those were placed for adoption within 12 months of the decision that adoption should be the plan. Of the 3 children who were not placed within 12 months, 2 waited 18 months for the right family. For the other child, health issues were putting potential adoptors off, and when a match was finally made, the adoptors needed complete details about the child's health before committing themselves.</p> <p>The current projection for the end of the year is 50%.</p> <p>Current Activities</p> <p>Great efforts are being made to find families, and full use is being made of publicity - hard to place children are profiled in the press and at events at every suitable opportunity. Children cannot be advertised until a Placement Order is obtained, and this has caused delays in the past, but greater attention to timescales in the courts mean children are moving towards to Placement Orders at a faster rate than before. But there also seem to be more legal complexities in some of the cases we have had to deal with.</p>
BV49 NI 62	Stability of placements of looked after children: number of moves	15.00%	12.82%	11.00%	<p>The year to date position is based on the 12 months to the end of Sept 09. Twenty five children have had 3 or more placements since April 09 (4.8%)</p>
PAF- CF/D78 NI 63	Stability of placements of looked after children: length of placement	56.00%	65.1	72.00%	<p>Performance is improving steadily in the right direction towards our year end target. We are currently at 65%, which is a 10% improvement on our 08/09 outcome. The children in this cohort are showing improved placement stability as a result of targeted strategies around educational support, social work support and support from Tavistock Haringey service to them and their carers.</p>

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
PAF-CF/C21 NI 64	Child Protection Plans lasting 2 years or more	5%	12%	5%	<p>Only 5 children ceased to be subject to a CP Plan in September and of these, 2 had been the subject of a CP Plan for 2 years or more. These figures are low and percentages should be interpreted with caution. The year to date figures show 67 children who ceased to be subject to a plan, and 8 who had been subject for 2 years or more.</p> <p>Current activities</p> <p>The LSCB QA sub-group are going to look at all children who have been subject to a CP Plan for 18 months (to anticipate the 2 year period) to ensure that work is progressing satisfactorily and there is no drift in casework. We will investigate the children for whom CP Plans have ceased. Those who have moved into the care system should have progressed to a higher level of protection. There is a high percentage of children subject to a plan with a category of neglect: this is not something that lends itself to quick and sustained improvement.</p> <p>Best Practice</p> <p>Our target for the year is 5%. In the year 2008/09 we achieved 4.7%. The England average for this indicator for 2008-09 was 6%, for London it was 8% and for our statistical neighbours it was 9.1%</p>
PAF-CF/A3 NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	6%	10%	10%	<p>As the numbers are quite low, percentages will vary considerably on a monthly basis. In the year to date, 113 children have been made subject to a plan and of those, 11 had previously been subject to a plan. The average for England in 2008-09 was 13%, for London it was 11% and for our statistical neighbours it was 12%</p>
NI 66 PAF-CF/C68	Children in care cases which were reviewed within required timescales	96.00%	97.80%	98.00%	<p>11 children in care have reviews out of timescale in September 2009. The reasons for this vary. Close monitoring if this indicator is continuing with an emphasis on early allocation of new cases to IROs and good liaison with the Placements Service</p>
BV162 NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	96%	100%	<p>7 CP reviews have been late in the year to date. All reviews have subsequently been held. The Child Protection Service is setting up a new system for monitoring due dates for reviews and ensuring reviews are scheduled within timescale</p>
NI 68	Percentage of referrals to children's social care going on to initial assessment		46%	58%	<p>The recently agreed thresholds document will help partner agencies in clarifying the relevance of referrals into the service. Work is also being done within the management team to ensure a consistency of response from different duty managers. Longer term, the appointment of one duty manager will ensure greater consistency and improve work with referring agencies.</p>
NI 69	Children who have experienced bullying	44%			
NI 70	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people				
NI 71	Children who have run away from home/care	No data for this range		No data for this range	
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	43.00%	43%	48.00%	<p>The National Strategies have given Haringey green on this indicator. They are impressed with the steady progress being made and recognise that the target is very challenging. There are a number of specific programmes on which we are working with schools to continue to raise performance. Our analysis shows us which schools and which groups of children are in most need of support and consultants work with those schools to improve performance</p>
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	66.00%	69%	75.00%	<p>This figure is provisional and will be validated in December 2009 (It should remain at 69%). Steady progress is being made and we are closing the gap with the national. The 2008 gap was 7% and the 2009 gap will be 3% (when validated). We have a number of programmes working with schools to continue to raise attainment. Our analysis shows us which schools require the most support and our consultants work with those schools. The target is recognised as being very challenging by the DCSF and we do not expect to meet this target for a number of years. The DCSF contextual value added measure in 2008 placed Haringey in 61st place out of 149 LAs. This indicates that pupils make good progress. We continue to monitor the work of schools during the year and will be collecting data to enable us to assess the progress being made.</p>
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3	62.00%		66.00%	<p>On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.</p>

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	42.00%	46%	50.00%	Provisional 2009 figure will be validated in Dec 2009. This is the 7th year of steady improvement at over twice the national rate. The 13.4% gap with the national in 2003 reduced to 5.6% in 2008 and will continue to reduce in 2009 (no national data currently available). The service continues to work closely with the schools in most challenging circumstances. The DCSF contextual value added measure placed Haringey in 5th place out of 150 LAs for the progress pupils make from KS2 to GCSE in 2008 and we expect that the 2009 figure will also be very high. The target that the schools set was very ambitious and was not met but the progress we are making is very good
NI 76	Number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2	13		9	
NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths	1		2	
NI 79	Achievement of a Level 2 qualification by the age of 19	74.00%		68.00%	Data collected from number of different sources and published in DSL statistical first release in February. It is not available at local authority level until the LSC matches it. This is not usually available until mid April.
NI 80	Achievement of a Level 3 qualification by the age of 19	49.00%		46.00%	
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19	12.00%			
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19	7.00%		6.00%	
BV181c NI 83	Achievement at Level 5 or above in Science at Key Stage 3	60.00%		70.00%	On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.
NI 84	Achievement of 2 or more A* - C grades in Science GCSEs or equivalent	39.00%		44.00%	
NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)	193		165	
NI 86	Secondary schools judged as having good or outstanding standards of behaviour	70%		72%	
NI 87	Secondary school persistent absence rate	6.00%	5.8%	7.00%	The 5.8% figure is from the DCSF and is based on Autumn and Spring terms data only. the final figure will be made available in Oct 2009.
NI 88	Percentage of schools providing access to extended services	54%		88%	
NI 89	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category	0		0	
NI 90	Take up of 14-19 Learning Diplomas	22		130	
NI 91	Participation of 17 year-olds in education or training				
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	38%	34.70%	33%	The National Strategies have given Haringey green on this indicator. They are impressed with the steady progress being made in closing the gap and recognise that the target is very challenging. There are a number of specific programmes on which we are working with schools to continue to raise performance. Our analysis shows us which schools and which groups of children are in most need of support and consultants work with those schools to improve performance
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	85.00%	82%	90.00%	This figure will not be validated until Dec 2009. We expect to remain below target. Our analysis indicates that the progress pupils make in English will be good. This target is a very challenging one and in 2008 only one LA (Camden achieved 90%). The Haringey result in 2008 was 3.1% above the national and Haringey was placed 26th out of 150LAs.

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	76.00%	79.0%	86.00%	This figure will not be validated until Dec 2009. We expect to remain below target. This target is a very challenging one and in 2008 only 6 LAs achieved it. The Haringey result in 2008 was 3.2% below the national. Our preliminary analysis for 2009 indicates that this will improve significantly.
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	59.00%		65.00%	On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	38.00%		42.00%	On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.
NI 99	Looked after children reaching level 4 in English at Key Stage 2	58.00%	52.2%	44.00%	
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	63.00%	47.8%	44.00%	
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	18.00%	18.8%	19.00%	
NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Part 1 Key Stage 2			19.00%	
NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Part 2 Key Stage 4	20.00%		16.00%	
NI 103	Special Educational Needs – statements issued within 26 weeks - excluding exemptions	89%	98.6%	86%	
NI 103b	Special Educational Needs – statements issued within 26 weeks - including exemptions	84.00%		86.00%	
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold	51%		43%	
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths	36.00%		32.00%	
NI 106	Young people from low income backgrounds progressing to higher education				
NI 107	Key Stage 2 attainment for Black and minority ethnic groups	61.00%		67.00%	
NI 108	Key Stage 4 attainment for Black and minority ethnic groups	37.00%		36.00%	
NI 109	Delivery of Sure Start Children's Centres	89.00%		85.00%	
NI 110	Young people's participation in positive activities	51.00%			
NI 111	First time entrants to the Youth Justice System aged 10-17	2,153	423	578	Qtr 1 data The YJB will not be using YOT figures to calculate these figures in future returns. Police data will be used in its place however, we have no date when this is likely to commence as yet.
BV197 NI 112	Percentage change in under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline)	12.00%	-8.20%	-18.00%	This covers the quarterly period April-June 2008(49 actual number of conceptions) The rate as 57.2 per 1000 (49 actual conceptions), this is a decrease of 23.8 from Q2 07 which was 81.0per 1000. London rate showed a 2.00 per cent decrease from the Q2 07 rate. This means our rolling quarterly average is now down to 61.2 per 1000 which is first time we have achieved a quarterly average rate lower than our 1988 base rate of 62.7 and the first time that we have achieved two consecutive rates on the 50s. Our Q2 rates have consistently shown a significant increase from Q1 but the today's data shows there has been a small increase from Q1 08 which was 52.1 per 1000 (45 actual conceptions).2008 Annual rates will be released in Feb 2010.

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 113a	Prevalence of Chlamydia in under 25 year olds - Part 1 - Chlamydia screens/tests	16.00%	7.00%	25.00%	To be verified by HPA
NI 113b	Prevalence of Chlamydia in under 25 year olds - Part 2 - new diagnoses of chlamydia	No data for this range	5.80%		Qtr 2 data
NI 114	Rate of permanent exclusions from school	0%		0%	
NI 115	Substance misuse by young people	2%		No data for this range	
NI 116	Proportion of children in poverty			32.00%	Frozen target to be reassessed at year 2 refresh.
NI 117	16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 stretch target)	7.00%	8.1%	10.00%	<p>Il figures for September should be viewed with a degree of caution, as they are inevitably distorted by the large seasonal spike in Not Knowns that occurs every September (and to a lesser extent October). This is the result of the influx of the new cohort of 16 year olds, whose currency has expired and for whom no new destination has yet been established.</p> <p>1. September 2009 NEET was 8.1% which is below last month's 8.4%. It is slightly above last September (8.0%), and below the target level (10.4%).</p> <p>2. The actual number of NEETs this month was 289, which is 9 (3%) higher than last month, and 10 (4%) higher than last September (within a total cohort 3% down on last September).</p>
NI 118	Take up of formal childcare by low-income working families				
NI 119	Self-reported measure of people's overall health and wellbeing	80%		80%	Final published Place Survey result from Communities and Local Government
NI 120a	All-age all cause mortality rate - Females			454	Latest figure is 2007 with 469.24 per 100,000
NI 120b	All-age all cause mortality rate - Males	792		729	Latest data is 2007 where 828.27 deaths per 100,000 population
NI 121	Mortality rate from all circulatory diseases at ages under 75 per 100,000 population	94		94	<p>This is an annual return and requires data from Office of National Statistics. Life expectancy action plan feeds into this indicator. Figures are based on a 3 year rolling average.</p> <p>For 05/07 the Haringey figure was 94 against a London average of 84 and national average of 79.8. This is an improvement upon 98 in 04/06 and 114 in 03/05.</p> <p>This data will not be updated again until January 2010.</p>
NI 122	Mortality rate from all cancers at ages under 75	118		109	Latest data from GOL website for 2007 has 129.65 mortality rate from cancers at ages under 75. This ranks Haringey 32 out of 33 London Boroughs.
NI 123	Number of people per 100,000 population aged 16 or over who declare that they have given up smoking for over 4 weeks	1035	195	1,904	First quarter data
NI 124	People with a long-term condition supported to be independent and in control of their condition				
NI 125	Achieving independence for older people through rehabilitation/intermediate care	80.00%		80.00%	This is provisional qtr 1 data. However official monitoring will not begin until July, as this NI only captures data over a six month period.
NI 126	Early Access for Women to Maternity Services	51.90%	73.60%	80.00%	A Maternity Action Plan is in place, overseen by the Maternity Steering Group. NHS Haringey is working with GPs and the Acute Trusts to ensure GPs are referring as soon as possible and that hospitals/midwives can see women quickly. However the big issue, particularly in Haringey, is that many women still present to their GP late in their pregnancy. This means they cannot be seen within the target timescales. This will be addressed by long-term social marketing.
NI 127	Self reported experience of social care users (measured by survey every 3 years)			No data for this range	This indicator is measured by survey every 3 years. Annual survey due to take place in 09/10. The latest results from the service user questionnaire from Adults Services found that 89% of clients were satisfied with the services they were receiving.
NI 128	User reported measure of respect and dignity in their treatment	No data for this range		No data for this range	
NI 128	User reported measure of respect and dignity in their treatment	No data for this range		No data for this range	

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home	19.00%		18.00%	Last reported data from GOL website is for 2007. 16.7% of all deaths that occur at home. This ranks Haringey 22nd out of the 33 London Boroughs.
NI 130	Social care clients receiving Self Directed Support		19%		There are currently 728 clients and carers who have received Direct Payments since April 09. The Individualised Budgets Pilot has gone live in Physical Disabilities with some clients now at the support plan stage. The pilot in Learning Disabilities is due to start soon and Older People's pilot is now scheduled to begin in January. End of year target is 25% and we are currently on track to meet this.
NI 131	Delayed transfers of care	17	14.4	9	All delayed transfers of care continue to be scrutinised with Service Managers monthly at Performance Callover. The Integrated Care Team responsible for hospital discharges are currently scrutinising all delayed transfers to ensure robust recording. This is a jointly owned Health and Social Care indicator so delayed discharges attributable to the NHS are also counted towards council performance.
NI 132	Timeliness of social care assessment (all adults)	96.00%	89.10%	95.00%	Performance is currently missing target by 5.92%. 1012/1136 assessments were completed within 28 days. It is anticipated that the weekly updates will help significantly improve this NI, and should see a marked improvement for future callovers.
NI 133	Timeliness of social care packages following assessment	95.00%	89.60%	93.00%	It appears there was a delay in packages being put in place in for clients assessed earlier in the year, which has led to this drop in performance. The implementation of the pilot for individualised budgets will need to be measured separately as it does not align with this NI.
NI 134	The number of emergency bed days per head of weighted population			No data for this range	
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	22.00%	12.80%	5.00%	Target has been profiled to hit 19.2% by year end in line with LAA.
NI 136	People supported to live independently through social services (all adults)	3,141	2,503	3,200	This figure has dropped as the information centre has sent out new population estimates. The target needs to be recalculated using these estimates. It should be revised to 2930
NI 137	Healthy life expectancy at age 65				
NI 138	Satisfaction of people over 65 with both home and neighbourhood	72%			Final published Place Survey result from Communities and Local Government
NI 139	The extent to which older people receive the support they need to live independently at home	18%			Final published Place Survey result from Communities and Local Government
NI 140	Fair treatment by local services	61%		63%	Final published Place Survey result from Communities and Local Government
NI 141	Percentage of vulnerable people achieving independent living	82%	81.50%	77%	First quarter data
NI 142	Percentage of vulnerable people who are supported to maintain independent living	99%	98.70%	98%	First quarter data
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence			No data for this range	
NI 144	Offenders under probation supervision in employment at the end of their order or licence			No data for this range	
NI 145	Adults with learning disabilities in settled accommodation	84.00%	70.30%	No data for this range	
NI 146	Adults with learning disabilities in employment	6.00%		No data for this range	Final end of year figure 38/578 clients in employment.
NI 147	Care leavers in suitable accommodation	92.00%	75.90%	95.00%	Only 4 young people turned 19 in September 2009. Of those 4, 2 were not in touch, and 1 was in prison.

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 148	Care leavers in education, employment or training	71.00%	62.00%	72.00%	4 young people turned 19 in September 2009. Of those, 2 were not in touch and one was in prison giving an outturn of 25% for the month of September (62% YTD). A progress and action report will be presented to Children's PMG in November.
NI 149	% of Adults receiving secondary mental health services in settled accommodation			No data for this range	Still awaiting confirmed data from MH trust
NI 150	Adults receiving secondary mental health services in employment	6.00%		No data for this range	Still awaiting confirmed data from MH trust
NI 151	Overall Employment rate (working-age)			65.00%	
NI 152	Working age people on out of work benefits			17.00%	
NI 153	% of working age people claiming out of work benefits in the worst performing neighbourhoods	26.00%		26.00%	Available data for NI 153 currently goes up to August 2008 and show's that the out of work benefits claim rate in Haringey's worst performing neighbourhoods is 26.4%. At February 2009, this rate increased to 26.9% (estimated). The interventions that contribute to achieving the target associated with NI 153 include the Haringey Guarantee and DWP/JCP mainstream provision such as the New Deal, Employment Zones and Pathways to Work.
NI 154	Net additional homes provided			1,602	Target frozen and will be re-assessed at year 2 refresh. Data is reported annually. Provisional estimate that 08/09 data will be available in August 2009.
NI 155	Number of affordable homes delivered (gross)			340	Target frozen and will be re-assessed at year 2 refresh. The current forecast for 2009/10 is 175 against a target of 340. This is due to the slowdown in development resulting from recession.
NI 156	Number of households living in temporary accommodation	4,548	4,123	4,280	The reduction in homeless households in temporary accommodation fell during September to 4,123 - a fall of 144 during the month. This has been the largest monthly reduction this year and exceeded the monthly target of a reduction of 80 households. The target reduction for the year was 996 - to date for this financial year the reduction of households in TA has been 425. The impact of the delivery of project to reduce the number of tenants in Emergency Accommodation is now providing significant impetus to the ongoing reduction of households in TA and this is expected to continue during the remainder of the year.
BV109a NI 157a	Processing of planning applications: Major applications	78%	75%	60%	There were 2 major application determined in September, both of which were determined on target.
BV109b NI 157b	Processing of planning applications: Minor applications	81.00%	77.30%	85.00%	22 out of 33 minor applications were determined on target in September. Performance in 2008/09 for Haringey was 81% which compares with a London average figure of 77%.
BV109c NI 157c	Processing of planning applications: Other applications	89.00%	87.98%	80.00%	97 out of 119 other applications were determined on target in September. Performance in 2008/09 for Haringey was 89% which compares with a London average figure of 87%.
NI 158	% non-decent council homes	36%		30%	This is an annual indicator reported at the end of the year (Unlike BV184a). There were 5714 non-decent homes at the end of Q1 equating to 35% of the total stock (16,358). It is forecast that by the end of Q4 the target of 30% (HfH Business Plan 2009-14) will be exceeded with 4605 non-decent homes out of a total holding of 16,343 homes (28%)
NI 159	Supply of ready to develop housing sites			90.00%	

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 160	% of respondents who are very or fairly satisfied with the overall service provided by their landlord	61%		66%	<p>This indicator increased by 2% from 59% in 2006/07 to 61% for 2008/09. Prior to 2006, Haringey's tenant surveys were carried out face to face and the change to the recommended postal method in 2006 led to some less favourable results, this effect is not uncommon. The current survey provides the first opportunity to compare postal survey results.</p> <p>The guidance requires a minimum of 625 replies to be achieved, but Homes for Haringey wanted to obtain 650-700 as they felt this would be a better comparison with previous work. To that end, it was decided to have an initial mailing of 3500, as a 20% response rate would yield the 700 required.</p> <p>The sample was drawn at random from the General Needs tenants list, using specialist market research software (SPSS).</p> <p>The response was better than expected and the survey closed with 915 fully completed questionnaires; this was a response rate of 26%. Further work is being done, via telephone surveys and focus groups, to further analyse the findings.</p>
NI 161	Number of Level 1 qualifications in literacy (including ESOL) achieved	105			
NI 162	Number of Entry Level qualifications in numeracy achieved	33			
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher				
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher				
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher				
NI 166	Median earnings of employees in the area	£418.00		No data for this range	2008/09 ranks Haringey 30th out of 33 London Boroughs.
NI 167	Congestion – average journey time per mile during the morning peak	No data for this range		No data for this range	
NI 168	Principal roads where maintenance should be considered	9%		8%	
NI 169	Non-principal classified roads where maintenance should be considered	10%		7%	<p>The condition surveys are undertaken in February and March each year when road condition is typically at its worst due to the winter weather. This year the snow in February had a dramatic impact and significantly worsened the condition of the roads. It is unlikely that we will meet this year's target, as the level of investment is insufficient, given that there was no change in condition between 07/08 and 08/09.</p>
NI 170	Previously developed land that has been vacant or derelict for more than 5 years				
NI 171	Number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above.			18%	<p>Data for NI171 is available up to 2007. The following shows the rate of new businesses registrations per 10,000 head of the working age population, comparing Haringey with London:</p> <p>Haringey London 2005 71.2 85.2 2006 62.1 78.9 2007 83.1 104.8</p> <p>Data for 2008 will be made available in November 2009. Our estimate for 2008 is for the rate to drop to below 2007 levels, but remain above 2006 levels. For 2009 we would expect to see the rate rise above 2007 levels.</p> <p>£80,000 has been allocated through the Enterprise Commissioning process for business support providers to support VAT and PAYE registration in the borough.</p>

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 172	Percentage of small businesses in an area showing employment growth				
NI 173	Flows on to incapacity benefits from employment	0.00%			
NI 174	Skills gaps in the current workforce reported by employers	No data for this range		No data for this range	
NI 175	Access to services and facilities by public transport, walking and cycling			No data for this range	TfL data still not available. A meeting with TfL was held on 07 April and it was suggested to adopt a measure of access to schools and to GP surgeries subject to Lead Member's approval. Once this is approved, we will be able to set targets for this indicator.
NI 176	Working age people with access to employment by public transport (and other specified modes)	86.00%			Data corresponds to 2008 calendar year
BV102 NI 177	Local bus and light rail passenger journeys originating in the authority area				
NI 178(i)	Bus services running on time: Percentage of nonfrequent services on time.				
NI 178(ii)	Bus services running on time: Excess waiting time of frequent services (number of minutes).				
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (£,000)	10,487		8,757	
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	28,427	59,911	17,183	No data has been provided by DWP since July 2009, so figures are based on estimates. Data previously supplied by the DWP show higher levels of change events processed by BLT than we would have expected. This can be partly explained by the increase in workloads, which have seen reported changes increase by 70% over the last year.
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	18	33.6	17	Performance continues to be affected by the increase in the amount of benefit claims received and changes in circumstances reported to the service. We have seen an increase in our HB and CTB caseload of 6% (from 37,000 to just under 40,000). The amount of claims from private tenants, have increased by 15% between 2008 and 2009.
NI 182	Satisfaction of business with local authority regulation services	75%		60%	The response rate to our survey forms is not providing any returns at the present time. We have started to use telephone surveys, and will be looking at possible incentives to encourage businesses to respond. We anticipate an improved response in the coming months.
NI 183	Impact of local authority trading standards services on the fair trading environment	1%			There may be more traders with 0, 1 or 2 complaints which will become cat. X on reaching 3 over the course of the year. Therefore the figure will increase over the coming year.
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	75%	76%	82%	Current performance stands at 76% which is up from last month's figure of 74%. However the result is still below this year's revised target of 82%. Monthly performance is susceptible to monthly fluctuations as the number of businesses opening and closing varies throughout the year. As all new businesses are deemed to be non-compliant until an inspection has been carried out, a high number of new businesses opening will automatically adversely affect performance statistics as a higher proportion will be classed as non-compliant.
NI 185	CO2 reduction from local authority operations		-1%	3%	
NI 186	Per capita reduction in CO2 emissions in the LA area			7	This performance is measured annually by DEFRA, with figures published with a 2 year time lag. As such, the performance for 2008/9 of 4.9 (released by DEFRA in Sept 08) is based on 2006 data. Any effects made to this performance during 2008/9 will be published in 2010/11. The performance for 2008/9 showed an increase in the actual tonnes of carbon emitted in the borough compared with the previous year, however, the total population also increased so the overall performance of 4.9 tonnes per capita stayed the same. 2007 figures will be available in September 2009.

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 187a	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency	14%		13%	<p>This Indicator relates to the SAP ratings of homes occupied by vulnerable households. Performance is assessed on the basis of a postal survey form sent to 5000 households (selected at random from a list supplied by the Benefits and Local Taxation Service) that is sent out in December each year. The returned survey forms are analysed and returns submitted to DEFRA by the end of February.</p> <p>Although the results of the 2009/10 survey will not be known until February 2010, the results for 2008/09 showed that 13.5% of vulnerable residents were living in homes with a poor SAP rating of less than 35 (compared to this year's target of 12.5%) and 13.0% of vulnerable residents were living in homes with a good SAP rating of above 65 (compared to this year's target of 14.0%).</p>
NI 188	Planning to Adapt to Climate Change	No data for this range		No data for this range	
NI 189	Flood and coastal erosion risk management	80%			
NI 190	Achievement in meeting standards for the control system for animal health.	No data for this range		No data for this range	
NI 191	Residual household waste per household	639	336	153	<p>Performance for July, at 56kg, is slightly short of meeting the target of 51kg per month in order to achieve the annual target of 610kg per household. Average monthly performance to date is 57kg.</p>
NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)	24%	25%	32%	<p>Performance for September is 25.1%. The YTD performance is 24.03%. Performance is below target owing to a number of factors that have led to the recycling rate being around 4-5% lower than would be expected based on previous years:</p> <ul style="list-style-type: none"> - Changes in the method of apportioning household and non-household waste, resulting in more waste being counted as household waste than was previously. - A reduction in the reclaimed recycling from North London Waste Authority. - Application of new recycling contamination rate by NLWA. <p>A detailed Recycling Action Plan is in place with the central aim of maximising performance in 2009/10 towards the 32% target, although this remains an extremely challenging target. The Environmental Resources management team meet weekly to review progress on the plan.</p>
NI 194a	Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations - Emissions of NOx	No data for this range		No data for this range	
NI 194b	Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations - Emissions of PM10	No data for this range		No data for this range	
NI 195a	Improved street and environmental cleanliness: Litter	10%	6.00%	10%	Data is reported by ENCAMS. Data for tranche 2, August to November, will be available for reporting in December.
NI 195b	Improved street and environmental cleanliness: Detritus	22%	14.00%	20%	Data is reported by ENCAMS. Data for tranche 2, August to November, will be available for reporting in December.
NI 195c	Improved street and environmental cleanliness: Graffiti	3%	4.00%	3%	Data is reported by ENCAMS. Data for tranche 2, August to November, will be available for reporting in December.
NI 195d	Improved street and environmental cleanliness: Fly-posting	1%		2%	Data is reported by ENCAMS. Data for tranche 1, April to July, will be available for reporting in August.
BV199d NI 196	Improved street and environmental cleanliness – fly tipping	1		1	Data is reported quarterly
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	17%		22%	

	PI Short Name	2008/09	2009/10	2009/10	Notes & History Latest Note
		Value	Latest Value	Target	
NI 198a(i)	Children travelling to school – mode of transport usually used - 5-10 years - cars (including vans and taxis, even if a taxi is carrying more than one child)	20.00%		18.00%	Data reported here is from the Haringey School Census provided by Children and Young Peoples Service. TfL will report data for this indicator to the Audit Commission using School Census figures provided to them by DfT. TfL are still in discussion with DfT about reporting arrangements. The School Travel Plan will undertake targeted work with schools over the coming months to increase the numbers of pupils using sustainable modes of transport to travel to school.
NI 198b(i)	Children travelling to school – mode of transport usually used - 11-16 years - cars (including vans and taxis, even if a taxi is carrying more than one child)	5.00%		5.00%	Data reported here is from the Haringey School Census provided by Children and Young Peoples Service. TfL will report data for this indicator to the Audit Commission using School Census figures provided to them by DfT. TfL are still in discussion with DfT about reporting arrangements. The School Travel Plan will undertake targeted work with schools over the coming months to increase the numbers of pupils using sustainable modes of transport to travel to school.
NI 199	Children and young people's satisfaction with parks and play areas	59%		61%	This is an annual survey.

Agenda item:

[No.]

Cabinet

On 17th November 2009

Report Title. **Children's Centres – Phase 3 Review**

Report of: Peter Lewis
Director of the Children and Young People's Service

Signed :

Contact Officer : **Ngozi Anuforo, Interim Children's Centre and Extended Services
Strategy Manager
Tel: 020 8489 4681**

Wards(s) affected: **All**

Report for: **Non -Key Decision**

1. Purpose of the report

- 1.1. Outline proposals for the development of Haringey's Phase 3 Children's Centre programme were agreed by Cabinet in January 2009. The purpose of this report is to provide more details about the intended capital investments to ensure Haringey Council meet their target of delivering two designated centres and a number of children's centre link sites by March 2010.
- 1.2. In addition, this paper provides Cabinet with an overview of the strategic direction of the continued development of Haringey's children's centre services.
- 1.3. This paper provides Cabinet with information about the planned Children's Centre capital and revenue expenditure for 2010/11.

2. Introduction by Cabinet Member

- 2.1. Provision of a network of well used good quality Children's Centres across the borough is key to delivering the newly agreed Children and Young People's Plan. Children's Centres have an important role in safeguarding, as well as supporting parents and meeting childcare needs more generally. They link families to a wide range of services and activities from other statutory and voluntary sector

organisations as well as direct local authority provision. The list of help available includes health, employment, benefits, ESOL, volunteering and support for local childminders.

- 2.2. This report updates Cabinet on progress to date and some changes which have been made to the proposals outlined to the January 2009 Cabinet meeting. I am happy that the changes proposed are in the best interests of meeting the needs of our most vulnerable children.
- 2.3. I would draw attention to the following link sites (Chettle Court in Stroud Green, Bruce Grove Primary school, Downhills Primary school and Tower Gardens) all of which will assist us in reaching more excluded and disadvantaged children.
- 2.4. A further report will be brought to Cabinet on the future sustainability of the centres once DCSF funding provision is announced.
- 2.5. A report will be brought to Cabinet in June 2010 on fee charging and funding for childcare places.

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

The continued development of Haringey's children's centres is aligned to a number of key council priorities and reflects the fact that the delivery of children's centre services is integral to the Council fulfilling its early years outcome duties under the Childcare Act 2006 to ensure the provision of integrated early childhood service (A summary of Childcare Act's key provisions is provided at Appendix 1).

- 3.1. The plans reflect the Council Plan vision set out in strategic priority 3 to *"Encourage lifetime well being"*. The proposals address this priority by seeking to ensure there is integrated, good quality early childhood service provision available from the earliest point in a child's life.
- 3.2. In addition, the Phase 3 development programme links to the Children and Young People's Plan 2009 - 2020 priorities set out below;
 - Priority 1 – to improve health and well-being throughout life
 - Priority 3 – to improve safeguarding and child protection
 - Priority 4 – develop positive human relationships and ensure personal safety
 - Priority 5 – develop sustainable schooling and services with high expectations of young people
 - Priority 6 – engender lifelong learning for all across a broad range of subjects both in and out of school
 - Priority 10 – Empower families and communities
- 3.3. The programme also links with the Council's Sustainable Community Strategy - 2007-2016, in particular the outcomes;
 - Economic vitality and prosperity shared by all*
 - Safer for all*
 - Healthier people with a better quality of life.*
- 3.4. The programme has clear links to the Council's Child Poverty Strategy and Action Plan 2008-2011, namely;

Objectives 1: Addressing worklessness and increasing parental employment in sustainable jobs
 Objective 2: Improving the take-up of benefits and tax credits
 Objective 3: Reducing educational attainment gaps for children in poverty

4. Recommendations

- 4.1. That Cabinet notes the plans for capital investment to meet the Department for Children, Schools and Families (DCSF) target of delivering two new designated children's centres by March 2010. Further, Cabinet should note the additional plans in place to deliver universal access to children's centre services for children under 5 living in Haringey by March 2011.
- 4.2. That Cabinet notes the continued strategic development of children's centres and centres services as we progress towards the mainstream delivery of integrated early childhood services from April 2010.
- 4.3. That Cabinet receive a report setting out a sustainability strategy for children's centre services following an announcement from the DCSF on future funding arrangements for early years and children's centres.
- 4.4. That Cabinet receives a report in June 2010 following a review of the fee charging arrangements and funding for childcare places, including targeted provision for disadvantaged and vulnerable children in Haringey.

5. Reason for recommendation(s)

- 5.1. The development of Haringey's Phase 3 children's centre programme is well under way. The positive feedback received from DCSF about our plans, reflects the confidence in our ability to deliver to expectations. Given the strong performance of the Authority through the development of the first two phases, and the work that has been undertaken to establish the rationale for our Phase 3 programme, there is the scope to provide sufficient access to services through the realisation of our Phase 3 plans.
- 5.2. The Authority is awaiting feed back from the DCSF on *Sure Start, Early Years and Childcare* Grant funding arrangements post March 2011. We anticipate receiving information on future funding arrangements during the period April 2010 – March 2011.
- 5.3. The 2007 report to Executive "*Developing Sustainable Childcare*" noted a review was to be undertaken of funded nursery places with the intention of identifying new models for supporting our most vulnerable children to access, good quality early years provision. The Children and Young People's Service is now in a position to consider the provision of funded places through the children's centre programme as part of this wider strategic context.

5.4. The advent of a new single funding formula from, April 2010, for the provision of the free, flexible nursery education entitlement for all 3 and 4 year olds provides us with the opportunity to address inconsistencies in how the free entitlement offer is currently funded across the private, voluntary, independent and maintained sectors (including children's centres).

6. Other options considered

7. Summary

7.1. Universal Children's Centre Service provision in Haringey

The national roll-out of the children's centre initiative concludes with a Government target of 3,500 children's centres designated by the end of March 2010. In December 2009, it is anticipated that children's centres will become statutory, following Royal Assent. This establishes children's centres as statutory entities, alongside schools. What is not yet clear is how, or to what level of funding will be made available by Government.

By March 2010, Haringey will have 19 designated centres and four link sites. It is anticipated that by 2011, all centres and link sites will be fully operational and providing access to services for Haringey estimated 16,080 children under 5 and their families.

Our intention now is to provide a clear strategic context for Haringey's children's centres service delivery following the conclusion of our three development phases by April 2010, and in light of the duties placed on the Authority under the Childcare Act (2006).

Moving forward, strategic priorities include the provision of good quality, integrated early childhood services, with an emphasis on the early identification of needs and the engagement of vulnerable and excluded parents and children in services. We are seeking to improve access to services for our most vulnerable and disadvantaged young children and their families and ensure there are effective systems in place for measuring impact and tracking outcomes for children.

7.2. Targeted Early intervention and Prevention

7.2.1 Outreach Strategy

A key role for children's centres is their outreach to families with young children. Of particular importance is the outreach to families with young children where there is a risk of social exclusion or they are living in the most disadvantaged areas. Section 3 of the Childcare Act (2006) places a duty on Local Authorities to improve the outcomes for all children up to 5 and reduce inequalities between them.

In fulfilling this duty, the Council must *"take steps to identify parents who are unlikely to take advantage of early childhood services that may benefit them, and to encourage them to take advantage of those services. In many cases, this will be*

inextricably tied to the duty to narrow the gaps between those achieving the poorest outcomes and their peers, and thereby reduce inequality”.

(Section 3: Specific duties of local authority in relation to early childhood services, Childcare Act 2006)

This function is supported by the DCSF guidance for the Phase 3 development of children’s centres which suggests that priority should be given to reaching the most vulnerable and disadvantaged families within all communities. The intention is that children’s centres should play a key role in identifying families with additional needs early to prevent problems escalating further.

The location and development of the additional children’s centres link sites as part of our Phase 3 programme reflects an intention to improve access to children’s centres services within key areas. The data collected from our operational centres suggests that there is still work to be done to ensure we are able to reach children and families from our priority and most excluded groups.

In Haringey, an outreach approach is adopted by all centres but there remains a need to develop more consistency in some aspects of our approach. The outcome of this is that, to date, the engagement of some of our most excluded and disadvantaged children and families has been variable. A key feature of our outreach approach is to establish a dedicated outreach workforce for all children centres to achieve the following aims;

1. To increase the engagement of communities with children’s centres and early childhood services.
2. To identify and support vulnerable children at the earliest possible point in their lives (including prior to birth) by connecting children and their families into services to:
 - Safeguard children and promote their welfare
 - Promote children’s health and well-being
 - Tackle and reduce the impact of inequalities
 - Enable children to achieve their full potential
 - Support communities to support children and families

The children’s centre outreach approach is being developed in partnership with representatives from across the Children and Young people’s service, the Council, Children’s Centres, Job Centre Plus, health, schools, and voluntary sector agencies.

7.2.2 Sign-posting and referral

In Haringey, the draft strategy for family support includes an identified family support worker for each designated children’s centre. The family support worker provides targeted support where, in most instances but not exclusively, a need for such intervention has been identified through the Common Assessment Framework(CAF). Family support is a fundamental part of the children’s centre core offer and is also available within children’s centres in our neighbouring boroughs. It is widely acknowledged that children’s centres services will be accessed by families through location as well as personal choice. We are aware, from contact data, that families will

often access children's centre services outside of the ward in which they live as well as outside of their borough of residence. To this end, the intention is to have agreed protocols in place with our neighbouring boroughs by April 2010. This will ensure there are clear arrangements in place for addressing cross-borough referral, sign-posting to services and access to family support.

Working with health colleagues, the intention is also to establish clear protocols to support the access to health services for children and their families who may access children's centre services outside of their borough of residence.

Joint working with our NHS partners means that the provision of midwifery, speech and language, psychology and health visiting services are in place across children's centres and support sign-posting and referral to and from children's centre services. We continue to work strategically with Health partners around the implementation and integration of the child health promotion programme as part of the children's centre core offer.

7.3 Childcare

The Childcare Act (2006) places duties on Local Authorities to assess the level of childcare need and ensure there are sufficient services provided in response to parental needs. A priority within this is meeting the needs of low-income families and those with children with disabilities. The Council's strategic commissioning role encompasses the planning, support and development of flexible childcare that is sustainable, high quality and affordable.

The offer of integrated childcare and education remains an essential part of the core children's centre services offer for centres serving the 30% most deprived super out areas. The development of such childcare was a requirement during the first phase of children's centre development. All phase one centres are expected to offer childcare for 10 hours per day, 48 weeks of the year. In addition to this, there is a requirement to provide new childcare places for under 3's.

The intention and expectation from DCSF is that such childcare provision is self-sustaining and not subsidised using children's centre revenue funding¹

The future development of childcare aligned with the children's centre programme will be informed by the findings of Haringey's Childcare Sufficiency Audit and subsequent action planning. The assessment of the demand for, and availability of, good quality, affordable childcare for children under 5, across the borough, will remain an area of focus to ensure that we continue to address any inequities in the quality of provision for all children, whether they access a childcare place within a children's centre or not.

7.4 Commissioning

Work is being undertaken to establish clear commissioning arrangements to address key priorities within the delivery of children's centre services.

In strengthening our relationship with partner providers, including the community and voluntary sector, the Children and Young People's service is developing a framework

¹ DCSF (2007) Sure Start Children's Centres: Phase 3 Planning and delivery, Chapter 4

for the commissioning of targeted outreach to the community.

The appointment of a Childcare Commissioning Officer will support the Council to meet some of its duties under the Childcare Act 2006, particularly in relation to the establishment of the Council as a commissioning agent for childcare.

7.5 Children's Centre Phase 3 Development Programme

Following Cabinet's approval of Haringey's children's centre Phase 3 plans; as set out in the January 2009 paper, Haringey has gained approval from the DCSF for our plans to develop two new designated children's centres and four children's centre link sites.

Extensive work has been undertaken to refine the proposals and ensure that by March 2011, Haringey will have met the requirement to provide universal access to children's centre services for 16,080 children under 5.

As part of the Phase 3 development programme, an assessment of the performance of Phase 2 centres was undertaken. The findings suggest that the newly operational centres have made progress in making contact with children and their families. By the end of March 2009 10,790 children under five had been contacted by the seventeen children's centres. Appendices 2- 4 shows, in map format, the latest data on the number of children reached by our current portfolio of designated centres.

Although they have been operating for less than a year, we have begun to see the impact of the Phase 2 centres reflected in the numbers of children accessing their services. In consolidating Phase 3 plans, consideration was given to what progress was being made in contacting priority groups, particularly the most disadvantaged and vulnerable and where they may be gaps in provision. A review of the contacts made by our operational centres highlighted, in more detail, the gaps that currently exist in centres reaching some of our priority groups. Addressing these gaps forms an important part of our approach in Phase 3.

We are currently procuring a children's centre database system that will not only ensure that we have a more robust system in place for capturing and tracking the progress of centres in reaching children but will support the future planning and shaping of service delivery to maximise impact on outcomes for children and engage those more excluded groups in services. Sections 99-101 of the Childcare Act 2006 allow for the collection of information about young children to inform funding, and support the local authority duties under the Act. We believe our approach will support the Authority in achieving this.

Since January, initial Phase 3 plans have been developed further and it is anticipated that the projects set out below will ensure that the objective of delivering universal access to children's centre services by March 2010.

The proposals agreed by Cabinet in January have been developed as follows;

Table 1

Project	Project Objective
Rokesly Infant School - Crouch End Ward (Main Site)	The January report proposed Coleridge Primary School as an option for the development and designation of a main children's centre. Following further analysis of this option, an alternative option, Rokesly Infants School is now proposed as a main children's centre due to its more suitable location in relation to need. The project will include a new build children's centre incorporating a permanent nursery provision and a basis for supporting childminders and local PVI providers.
Fortis Green Ward (Main Site)	The January report suggested Coldfall Primary School would be an appropriate site for designation. – A cluster model is now proposed for the delivery of children centre services within the Fortis Green ward. North Bank Methodist Church offers the scope and range of services to be proposed as the designated main site, working closely with Coldfall Primary school and Barnet's Coppetts Wood Children Centre to ensure adequate access to services is available across the ward.
Chettle Court Neighbourhood Community Centre	Planned designation as a children centre link site to Stroud Green Children's Centre which includes the proposed adaptation of the existing community centre for delivery of children centre services in Stroud Green ward.
Muswell Hill Ward.	Initial proposal suggested Muswell Hill Community Centre. Planned designation as a children centre link site which is intended to support Stonecroft Children's Centre's delivery of children centre services.
Downhills Primary School	Planned designation as a children centre link site which includes the proposed adaptation of early years office accommodation for enhanced delivery of children centre service delivery within West Green ward.
Bruce Grove Primary - Bruce Grove Ward	Planned designation as a children centre link site to Pembury Children's Centre and offering improved access to services for the children and families living in Bruce Grove ward.
100 Tower Gardens Road	Re-establishment of the site as a link site to Rowland Hill children's centre, working with partners in White Hart Lane ward to ensure improved access to services for children and families.

The model for the delivery of the centres in Fortis Green and Crouch End wards is intended to build on existing provision and ensure that we are able to deploy resources as efficiently as possible, whilst maximising the benefits to the two communities. We are working closely with Islington and Barnet Council's to develop shared protocols and, where, appropriate, partnership arrangements which can support families to readily access their most local children's centre and enable effective referral and sign-posting into services to take place.

7.6 Financial Implications

7.6.1 Revenue Funding: Cost Analysis and Projections

The cost of the additional Phase 3 centres and link sites will be met through Haringey's 2010/11 *Sure Start, Early Years and Childcare Grant* allocation. The additional cost of our increased portfolio will need to be met within the funding provided. Table 4 below shows the revenue funding streams available to support the delivery of children's centre services.

Revenue Funding	2009 -10	2010 -11
Children's Centre Revenue	5,741,233	6,693,144
Sure Start Revenue	3,058,589	2,923,740
Sufficiency & Access	577,881	586,000
TOTAL (Excluding ring-fenced streams)	9,377,703	11,035,884

Sure Start revenue is ring-fenced and can only be spent on centres located in previously designated Sure Start Local Programme areas. Current grant conditions place restrictions on the use of the Children's Centre revenue stream to fund centres located within Sure Start programme areas. The anticipated reduction in the Sure Start revenue stream will be taken into account in the review of the formula funding arrangements for 2010/11.

The priority for the use of revenue funding is to meet the direct delivery costs for each designated centre and link site. The intention is to ensure that resources are used to maximise the impact of children's centres in their community and enable the council to improve outcomes for children by providing high quality early childhood services.

We have built on our already strong partnership working with health and other agencies to deliver the children's' centre core offer. (**See Appendix 5**) Given the need to consider the limitations on grant funding and also the need to establish sustainable early childhood services, we are continuing to work strategically with colleagues to ensure the full core offer can be met across the portfolio of main centre and link sites and resources can be maximised through joint planning and the re-structuring of existing provision.

There is not an expectation that children's centre revenue is expected to meet the costs of child and family health services or those intended to directly support parents back into work.

'Family and community health services, such as the delivery of the child health promotion programme, employment and training advice for parents are not funded through children's centre revenue. We expect these services to be provided by the NHS and Jobcentre Plus, reshaping existing resources where necessary, and working in partnership with local authorities within children's trust arrangements'

DCSF (2007) *Sure Start Children's Centres: Phase 3 Planning and delivery*, Chapter 4: 16

The funding formula model introduced in 2008/9 has provided the basis for funding designated centres in Haringey. The need to review this model was highlighted in the January 2009 Cabinet paper and is being undertaken to ensure that resources are

allocated appropriately across the entire portfolio. The review takes into account; the additional children's centres and link sites from 2010/11, the need for more intensive resources and funding for centres serving our more disadvantaged areas and the anticipated annual reduction in the Sure Start stream within the overall Sure Start, Early Years and Childcare Grant.

Although it is too early to comment on the detail of the changes, given the anticipated budget reduction shown in Table 4, there will inevitably be an impact on the funding allocations. The prioritisation of areas of greatest need within the borough will be integral to our approach to the allocation of funding.

Table 5 below provides an overview of the expenditure projections for 2009/10 and 2010/11.

Children's Centre Profile	2009/10	2010/11
Designated main centres	£6,196,637	£6,730,390
Link Sites	£218,000	£600,000
Total	£6,414,637	£7,330,390

7.6.3 Capital funding

The capital allocation for Phase 3 is significantly less than in the previous two phases.

It should be noted that there is an expectation that capital allocations are spent by the end of March 2011. Given the likelihood that a limited amount of projected expenditure on retention costs will fall within the 2011/12 financial year, we are currently reviewing the issue of anticipated 2011/12 retention costs with the Children and Young People's Service Finance team and the DCSF.

The projected capital expenditure for 2009/ 2010 and 2010/11 is outlined in **Appendix 6**.

7.7 **Sustainability**

7.7.1 Children's Centre Buildings: Maintenance

The capital allocation for maintenance will be fully utilised by March 2010 (**See Appendix 7**) From April 2010, we do not have an identified capital funding stream to address future children's centre maintenance issues.

The future maintenance needs of all Haringey's Children's Centres will need to be addressed in order to ensure sustainable service delivery from all designated and link sites. By March 2010 the Children's centre estate will comprise a total of 19 designated centres and four link sites. Centres are provided in a variety of physical settings, comprising a mix of new build purpose built centres of various types and a number of centres established by adapting existing buildings ranging from the Victorian era to the 1970's. By the end of Phase 3, 13 children's centres will have been established on existing primary and nursery school sites, and a further 4 will eventually be directly managed by existing primary schools. Across the portfolio of centres, a total of 2 children's centres will remain as "stand alone centres" or are

otherwise housed as part of a local community centre.

Settings attached to primary schools may benefit from investment via the school's devolved capital grant depending on the priorities established by the school in relation to its overall asset management plan. Stand alone centres however are wholly reliant on centrally retained Council resources to secure their future maintenance needs, and this fact needs to be recognised in the CYPS capital programme prioritisation in the future.

In relation to planned maintenance of the main structural, mechanical and electrical systems of the buildings occupied (also known as lifecycle works), across the whole Children's Centre estate, the DCSF is currently providing additional capital support through a specific capital allocation within the Children's Centre capital funding allocation. The total support provided for this purpose between 08/09 and 2010/11 is just over £300k. However, as mentioned earlier, there is no guarantee of further specific funding for this purpose beyond March 2011.

The Council's Capital Strategy for 2006-2011 set out an estimated shortfall against known investment requirements for Children's Centres of £750,000. Condition surveys are being commissioned in 09/10 of the primary school estate and children's centres estate in order to update the information supporting the asset management plan. A provisional estimate of the lifecycle maintenance requirements for the current Children's Centres estate from 11/12 onwards is approximately [£200,000] per annum.

There are various funding streams supporting the CYPS capital programme which the Council is encouraged to use in a joined up way to support its overall strategy for Children's Services. Amongst these funding streams are formula funding allocations and grant funding to support the Primary Strategy for Change. The Primary Strategy for Change clearly signalled the Council's desire to ensure sustainability of the network and support the extended role of schools within their communities by continuing to create strong management links between primary schools and Children's Centres where appropriate.

It is recommended therefore that a budget for the future maintenance of the Children's centre estate is established within the CYPS capital programme to be funded by a mix of funding derived from formula allocations and primary capital grant. Unless specific additional funding streams are ring fenced to the programme by DCSF in the future, the budget allocation will necessarily compete against other priorities within the CYPS programme, including providing for additional primary places, improving community access and extended school provision, and the overall assessment of condition and suitability need across the CYPS estate. The overall prioritisation of the programme is reviewed annually during the PBPR process and setting and approval of the capital programme.

7.7.2. Childcare

Children's centre childcare currently receives subsidy through allocations of funding from the Early Years, Sure Start and Childcare grant stream; Childcare Sufficiency and an allocation of Dedicated School Grant (DSG) funding of £1.6m per year.

CHILDCARE COSTS

Revenue	2009/10	2010/11
TOTAL CHILDCARE COSTS	4,694,124	4,833,006
INCOME FROM CHILDCARE	2,526,791	2,609,441
NET CHILDCARE COST	2,167,333	2,223,565

SOURCES OF CHILDCARE FUNDING

Revenue	2009/10	2010/11
Sufficiency & Access	219,333	232,000
DSG	1,654,000	1,654,000
CHILDREN CENTRE FUNDING	294,000	337,565
NET CHILDCARE COST	2,167,333	2,223,565

Current levels of DSG funding cannot be guaranteed with the advent of single formula funding arrangements from April 2010. In addition to this, the Childcare Sufficiency stream of funding is a grant allocation only available until the end of March 2011.

The expectation from DCSF is for childcare to be sustained through fee income and subsidy received by parents directly, through childcare tax credits. The challenge for the Council remains being able to offer high quality, flexible childcare that is affordable to parents, in the absence of such levels of subsidy. In addition, children's centre services have no identified funding source beyond 2011. We await a clear steer from central government on what levels of funding will be allocated to support children's centres and the childcare offer from April 2011.

There is a need to review the funding arrangements for childcare places in Haringey, taking into account the current fee charging policy which sets a maximum fee level of £175 per week per child and does not allow sufficient income generation to enable childcare places to be sustained without high levels of subsidy and to meet the actual costs of delivering childcare from ages 0-5.

7.7.3 Longer Term Funding

Confirmation of revenue grant funding to support the overall portfolio of children's centres and services has only been received to 2010-2011 financial year. The review of the funding formula for children's centres takes into account this uncertainty and will seek to introduce a greater degree of prudence in committing revenue resources drawn from the Early Years, Sure Start and Childcare grant. Work is continuing to

establish a picture of the sustainability of the entire children's centre portfolio past March 2011 and will be informed by anticipated announcements from DCSF during 2010 regarding future funding. A more detailed report to Cabinet on the sustainability of children's centres is proposed for 2010.

8. Chief Financial Officer Comments

The estimated revenue implications of creating the new build Children's Centre and the additional link centres referred to in this report, are to be met through the increase in the Sure Start Early Years and Childcare Grant (SSEYCG) identified in Table 4. This indicates an increase of £1.658m (at 2010-11 prices). Table 5 indicates the estimated effect (at 2009-10 prices) of meeting the revenue costs of these new centres, through the Children's Centre Funding Formula. This increase amounts to £916,000 suggesting that there is an unallocated element of the SSEYCG of around £742,000, before the effect of inflation is taken into account.

There are considerable uncertainties surrounding the level and demands of future funding available for Early Years, including the effect of the single funding formula for the (3 and 4 year old) free entitlement which takes effect from April 2010. However, it is also important that the authority maximises the use of this grant as any unspent allocation must be returned to the DCSF and cannot be carried forward into later years.

Section 7.7.2 sets out the arrangements for childcare which states that the Government expects this to be self financing, through parental fee income supported by childcare tax credits. Currently the fee levied on parents is capped at £175 per week which it is understood has not been revised since September 2007. There is clearly a balance between childcare services being accessible widely, particularly in areas of greatest need, and recipients making a reasonable contribution towards these non-statutory services. At present there is a subsidy, met largely from the Dedicated Schools Grant (DSG) which amounts to £2.167m; in determining this subsidy, income of £2.527m has been assumed. It is essential that these fee levels are reviewed with a view to implementing any changes from September 2010 at the latest and taking into account the level and any changes in the childcare tax credits.

In addition to the capital funding set out in Appendix 6 from the Children's Centre phase 3 resources, the authority has allocated £600,000 from the Early Years Quality and Access capital funding and £100,000 from the general Primary Capital Programme resources, in order to support expenditure of £1m at Rokesley Infant School.

9. Head of Legal Services Comments

The Head of Legal Services has been consulted on the content of this report and has no specific comment to make. The proposals follow the relevant duties and requirements of the Children Act 2004 and the Childcare Act 2006.

10.Head of Procurement Comments – N/A

11. Equalities &Community Cohesion Comments

- 11.1 The approach set out in this report places an emphasis on ensuring services can be accessed by the most vulnerable and disadvantaged children and their families through the provision of targeted services and service delivery.
- 11.2 The development of an outreach strategy is a priority for the continued development of children's centres in Haringey. The approach being taken seeks to ensure that the early identification of vulnerable children is a key function of children's centre outreach and service delivery. Working with key partners such as health, children and families and the voluntary and community sectors, the intention is to improve access to children's centres services and outcomes for all children under five, particularly those we are most concerned about.
- 11.3 Analysis of the performance of children's centres to date, suggests that, whilst significant progress is being made in the number of children and families contacted by children's centres, there are some priority groups for whom there appears to be barriers to accessing children's centres services. It is anticipated that the development of children's centre outreach approaches will include targeted outreach and close working with community partners to ensure all sections of the community are able to benefit from children's centre services.

12. Consultation

- 12.1 Consultation with stakeholders and partners is on-going and is instrumental to the strategic direction set out in this report.

13. Service Financial Comments

[Please see financial implications at section 7.6.](#)

14. Use of appendices /Tables and photographs

- 14.1 Appendix 1: Childcare Act 2006 – Summary
- 14.2 Appendix 2-4: CC contact maps profiled by Children's Networks
- 14.3 Appendix 5: CC Gap Summary
- 14.4 Appendix 6: CC Core Offer
- 14.5 Appendix 7: Phase 3 Children's Centre Capital expenditure 2008-2011
- 14.6 Appendix 8: Phase 3 Children's Centre Maintenance capital expenditure 2008-2011

15. Local Government (Access to Information) Act 1985

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Appendix 1

CHILDCARE ACT 2006 - SUMMARY

The Childcare Act has four parts: duties on local authorities in England (Part 1); duties on local authorities in Wales (Part 2); regulation and inspection arrangements for childcare providers in England (Part 3); and general provisions (Part 4). Key provisions are as follows.

Sections 1-5 require local authorities and their NHS and Jobcentre Plus partners to work together to improve the outcomes of all children up to 5 and reduce inequalities between them, by ensuring early childhood services are integrated to maximise access and benefits to families - underpinning a Sure Start Children's Centre for every community

Sections 6, 8-11 & 13 require local authorities to assess the local childcare market and to secure sufficient childcare for working parents. Childcare will only be deemed sufficient if meets the needs of the community in general and in particular those families on lower incomes and those with disabled children. Local authorities take the strategic lead in their local childcare market, planning, supporting and commissioning childcare. Local authorities will not be expected to provide childcare direct but will be expected to work with local private, voluntary and independent sector providers to meet local need.

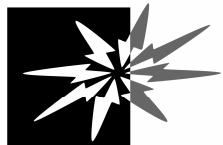
Section 7 re-enacts the duty for local authorities to secure a free minimum amount of early learning and care for all 3 and 4 year olds whose parents want it.

Section 12 extends the existing duty to provide information to parents, to ensure parents and prospective parents can access the full range of information they may need for their children right through to their 20th birthday. Local authorities will be required to ensure that this service is available to all parents and that it is pro-active in reaching those parents who might otherwise have difficulty accessing the information service.

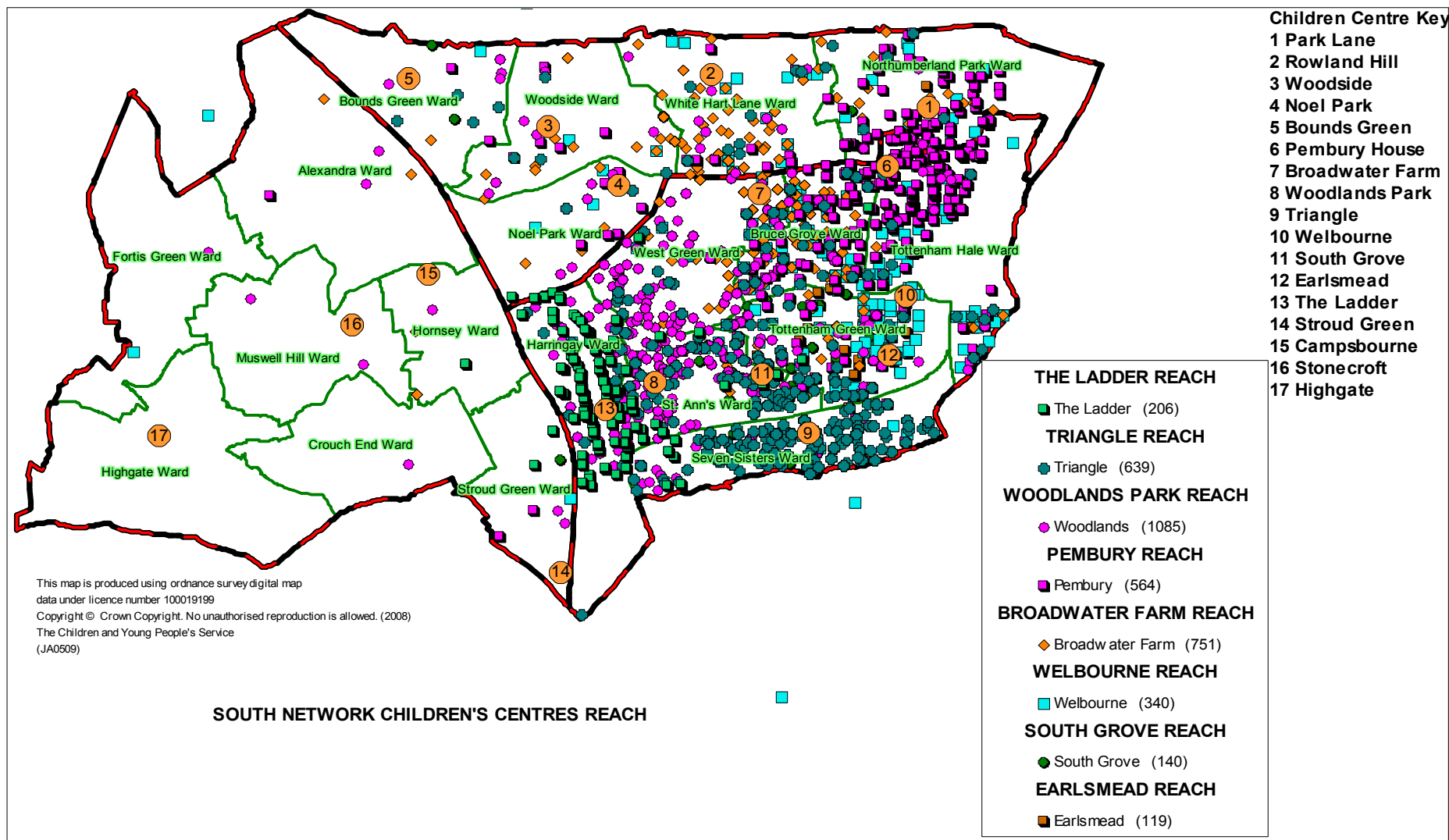
Sections 39-48 introduce the Early Years Foundation Stage (EYFS) which will build on and bring together the existing Birth to Three Matters, Foundation Stage and national standards for under 8s day care and childminding. The EYFS will support providers in delivering high quality integrated early education and care for children from birth to age 5.

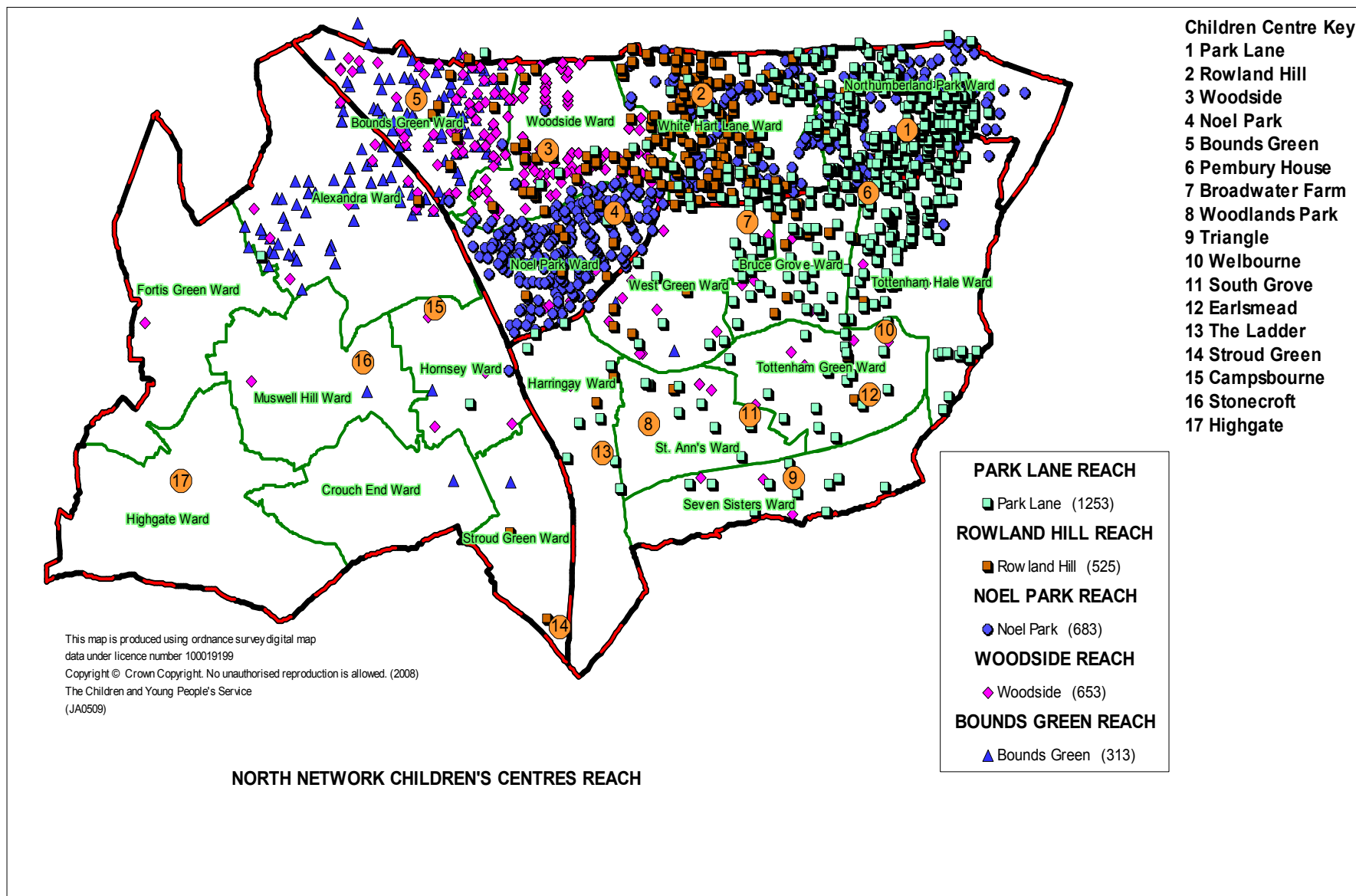
Sections 31-98 reform and simplify the framework for the regulation of childcare and early education to reduce bureaucracy and focus on raising quality and standards. All providers caring for children from birth to the 31 August following their fifth birthday will be required to register on the Early Years register and deliver the Early Years Foundation Stage (unless exceptionally exempted). Childcare settings providing for children from the 1 September following their fifth birthday up to the age of eight must register on the compulsory part of the Ofsted Childcare Register (unless they are exempt.) The Act introduced certain requirements that all providers who are registering on the Ofsted Childcare Register will need to meet some of which are provided for in the Act but most of which are laid down in associated Regulations made under the Act.. Those childcare providers who are not obliged to register on the compulsory part of the Ofsted Childcare Register can choose to join the voluntary part of the Register. These providers will also need to meet certain requirements, which are laid down in Regulations made under the Act.

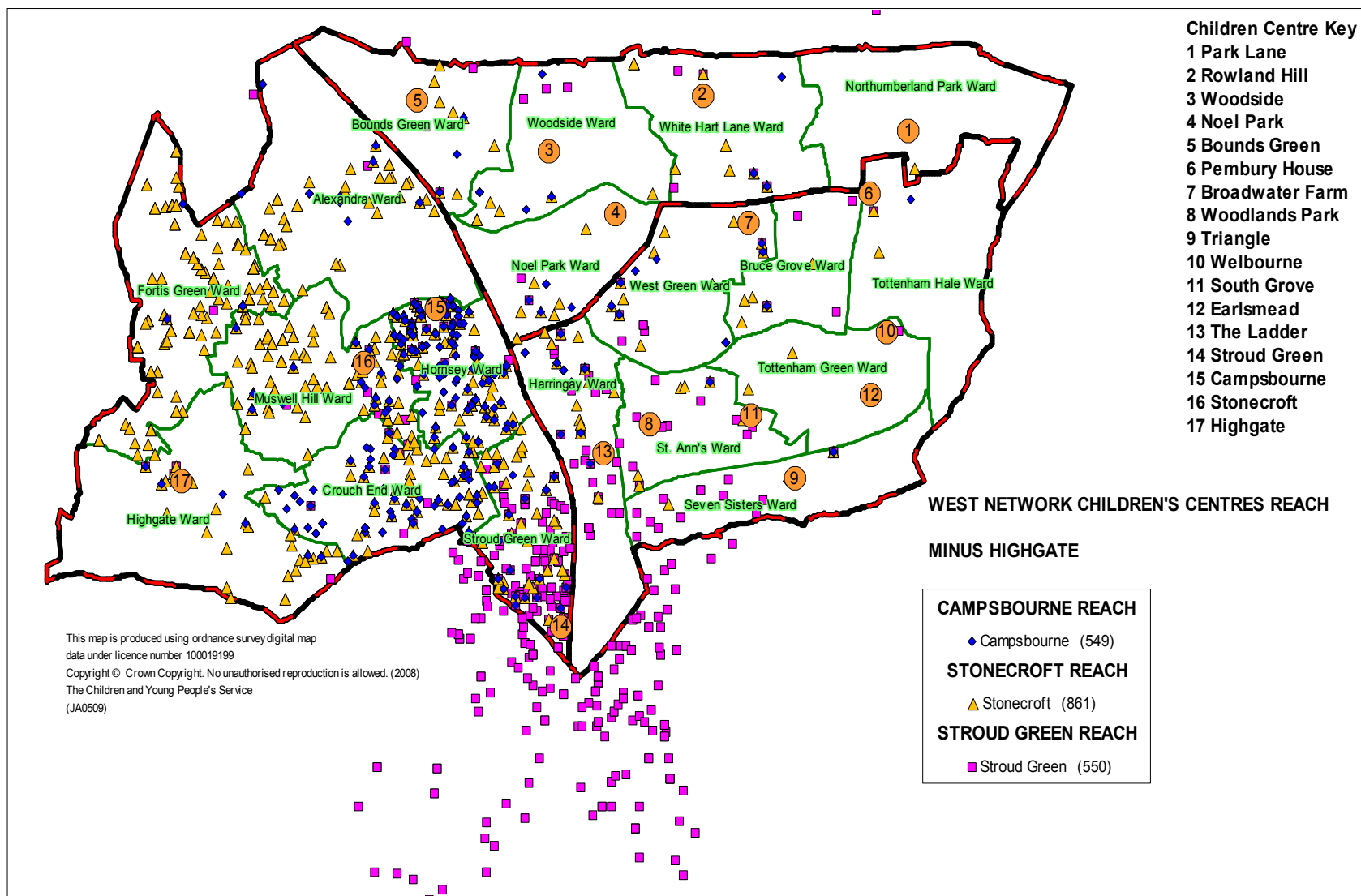
Sections 99-101 allow for the collection of information about young children to inform funding and support the local authority duties under the Act.



Haringey Council









Appendix 5

Children's Centre Core Offer

	Core offer 1 - Early education integrated with child care	
Core offer 1.1	<p>High quality, enjoyable, inclusive early education integrated with childcare which meets all legal requirements, national and local standards:</p> <ul style="list-style-type: none"> - available to all the community - services to reflect the diversity of the communities served - sign posting to childminders - sign posting to other children's centres and related services - effective consultation and involvement of parents and children in shaping service design and range of activities offered - high quality play, learning and family support services linking across the extended services core offer - up to date information on local, Network and borough wide childcare and early years education opportunities - representation and involvement in Quality and Inclusion Network meetings 	30% model only
Core offer 1.2	<p>Working within Early Years Foundation Stage Curriculum to ensure high quality learning experience and outcomes for children:</p> <ul style="list-style-type: none"> - modelling high quality provision - research and dissemination of effective practice - reviewing and evaluating services with an outcomes focus - community bases stay and play sessions - Toy libraries - work closely with childminders, Private, Voluntary and Independent providers in the area to ensure high quality curriculum delivered - to develop parents skills as a child's first teacher, engaging parents in understanding how to support children's learning and development - to develop whole family learning support activities to support transition to primary school 	30 & 70% model

Core offer 1.3	<p>Early identification of children with special needs and disabilities, with inclusive services and support for children and families:</p> <ul style="list-style-type: none"> - providing opportunities to access support services - raising awareness of parents and providers about what to look for - supporting parents to access advice and services to meet their needs - development and delivery of activities to support children's development 	30 & 70% model
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	Core offer 2 - Child and Family Health Services	
Core offer 2.1	<p>Ante-natal advice and support for parents:</p> <ul style="list-style-type: none"> - information leaflets available, signposting on to services - clear package of support for parents - target support for women identified as being at risk or vulnerable - facilitation of ante-natal classes, information, advice and support sessions in the children's centre <p>Post-natal advice and support for parents:</p> <ul style="list-style-type: none"> - facilitation of post-natal support classes and activities - facilitation of post-natal midwife and health visitor support groups - facilitation of child health and baby weighing clinics - sign-posting of services and active encouragement of mothers to attend the children's centre for informal and formal support 	30 & 70% model
Core offer 2.2	<p>Information and guidance on breast feeding, hygiene, nutrition and safety:</p> <ul style="list-style-type: none"> - facilitate access to Breastfeeding Support - provision of comfortable, private space to enable mothers to breast-feed - active promotion of breastfeeding in the centre, including training of staff to support mothers in sustaining breastfeeding - information leaflets available, signposting on to services - signposting training courses for parents on hygiene, nutrition safety, etc - development of healthy eating baby, toddler and early childhood eating advice and activities in partnership with health and other services 	30 & 70% model
Core offer 2.3	<p>Smoking cessation interventions:</p> <ul style="list-style-type: none"> - raising awareness of issues around smoking cessation, specifically ante-natal smoking/passive smoking - signposting to advice and information 	30 & 70% model

Core offer 2.4	Health promotion: <ul style="list-style-type: none"> - oral health and care - healthy eating for children and adults - exercise and fitness - promotion of immunization take-up 	30 & 70% model
Core offer 2.5	Child and Young Persons Mental Health Intervention Service: <ul style="list-style-type: none"> - direct support to children and families - supporting professionals by enabling them to use the building to provide services - mental health promotion activities - support child and adult psychologists to provide individual support and group sessions 	30 & 70% model
	Core offer 3 - Family support	
Core offer 3.1	A multi-disciplinary team approach developing and delivering: <ul style="list-style-type: none"> - prevention and early intervention work with midwives, health visitors, outreach workers, community programme co-ordinators, family support workers, schools and social care - development and delivery of choice and range of family support services - participate in Network and cluster based activities - home visits to all new births within two months of birth - additional visits based on need following assessment of need by health workers and through CAF - excellent first contact work - strong partnership working and sharing of information on individual children and families - identification of individual and community needs with provision of tailored made services and packages of support 	30 & 70% model
Core offer 3.2	<ul style="list-style-type: none"> - introduction to services and sign-posting - effective first contact - liaison and partnership working with Health Visitors - effective partnership links with community organisations (including voluntary/private) - supporting access to groups and community-based services - support delivery of supervised contact visits with families 	30 & 70% model
Core offer 3.3	<ul style="list-style-type: none"> - parenting programmes (Strengthening Families Strengthening Communities programme used to identify and prioritise parents who may need further support) - effective communication with parents and families about the specific support they need, taking into account diversity 	30 & 70% model

	<ul style="list-style-type: none"> - signposting to translation and interpreting services - identification and support for parents experiencing stress or social isolation - supporting children and mothers experiencing domestic violence - support for teenage parents - support for asylum seekers, refugees <p>information, advice, guidance and support on alcohol and substance misuse</p>	
Core offer 3.4	<p>Increasing the involvement of fathers:</p> <ul style="list-style-type: none"> - at least one targeted service for fathers - consideration of fathers' needs in all service planning - targeted consultation and father involvement activities 	30 & 70% model
Core offer 3.5	<p>Parental involvement:</p> <ul style="list-style-type: none"> - information and advice on parenting skills at significant transition points for the family such as pre-birth, settling into childcare - identification and development of early intervention support activities to support parents identified as being vulnerable or at risk - consultation with parents and carers on what services to offer to ensure they are represented and involved in planning services - parental involvement in children's learning - Parents forums - Access to training for parents about children's learning and development - ESOL classes 	30 & 70% model

	Core offer 4 – Community Outreach	
Core offer 4.1	<ul style="list-style-type: none"> - reach out into the community to identify children and families not accessing the children's centre services, identify what the barriers and their needs are - involve children and parents in shaping service design and ongoing improvements - develop a robust expert knowledge of the local community within which the children's centre is located, shaping children's centre services to meet local needs - provide local and borough wide information to sign-post parents to services to meet their needs - develop partnerships with other local schools, voluntary and independent providers to provide a "hub and spoke" model of children's centre services by working in partnership with others bringing children's centre services to children and families in locations that suit their needs best - maximize the first contact opportunity and ensure staff are appropriately trained in understanding its significance in accessing children and families into services - consult and involve children and parents in shaping services provided and in identifying new services to meet changing needs 	
	Core offer 5 – Links with childminders	
Core offer 5.1	<ul style="list-style-type: none"> - crèche facilities for training courses - support from Children's Information Service (signposting for people looking for training courses, employment, etc.) - participation in stay and play sessions - curriculum and activity support - develop strong partnership relationships - actively engage with and support local communities - develop and support Childminding Networks 	30 & 70% model

	Core offer 6 - Encouragement and support for parents and carers to enter training and employment:	
Core offer 6.1	<ul style="list-style-type: none"> - raising awareness of information and support available - signposting to higher education, etc. - benefits and childcare tax advice - skills training - Jobcentre Plus advice sessions during events - strategy for working with volunteers - develop close working relationships with Job Centre Plus - ensure facilitation of ESOL classes in the centre 	30 & 70% model

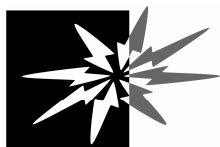
	Additional core offer requirements	
Core offer	Links with extended school programmes and schools within Network area Links to schools, extended schools, and out-of-school activities: <ul style="list-style-type: none"> - development of strong partnership framework with schools in your Network - participate in shaping 0-19 services across the cluster and Network - have regularly updated information about extended school and older children childcare activities - work closely with other local schools in preparing children for transition to school 	
Core offer	Information Service and activities: <ul style="list-style-type: none"> - Have up-to-date, accurate, user-friendly information to parents and families about everything that they need in relation to health services, childcare and early education, family support, play, training, housing and unemployment - provide information in a range of relevant community languages - reception areas to be open, welcoming and child friendly providing a range of information and sign-posting resources to parents - information, reception and administration staff to have excellent open, engaging and welcoming skills for both children and adults - all centre staff to be trained in customer care skills and be aware of the importance of maximizing the first contact - all staff to be briefed and knowledgeable on the purpose of the children's centre and be able to sign-post parents to services 	

Appendix 6

Phase 3 Children's Centre Capital Expenditure Profile 2008-2011

Projects	Description of Project	Projected Expenditure			
		2008/09 (£)	2009/10 (£)	2010/11 (£)	Total (£)
Children Centre Phase 3 Funding		288,685.00	618,610.00	334,049.00	1,241,344.00
Children Centre Maintenance Funding		67,920.00	117,317.00	123,447.00	308,684.00
Children Centre Phase 3 and Maintenance Total Funding Profile		356,605.00	735,927.00	457,496.00	1,550,028.00
<u>Phase 3 Capital Projects</u>	-				
Highgate Children Centre Development (Highgate Primary CC Ph2 works)	Presently a designated a main children centre site but planned adaptations and extension of existing parent and community school building for delivery of extended children centre service delivery	36,797.00	449,703.00	9,000.00	495,500.00
Rokesley Infant School - Crouch End Ward (Main Site)	Main site location formerly identified at Coleridge Primary School – Rokesly is now planned to be designated as a main children centre site which may include a new build children centre incorporating a permanent nursery provision and a basis for supporting childminder service delivery. Total projected project cost is £1m (£600k Early Years Quality and Access + £300k Children Centre phase 3 + £100k Primary Capital Programme). Please note no expenditure is shown for 2011/12 as the retention costs are anticipated to be met by PCP funding.	0	50,000.00	250,000	300,000.00
Chettle Court Neighbourhood Community Centre	Planned designation as a children centre link site which includes the proposed adaptation of the existing community centre for delivery of children centre services	0	75,000.00	10,000.00	85,000.00

Muswell Hill Youth Centre	Planned designation as a children centre link site which includes the proposed adaptation of youth/community centre office accommodation to support delivery of children centre services	0	10,000.00	0	10,000.00
Downhills Primary school	Adapt early years office accommodation for enhanced delivery of children centre services at Downhills primary and to support delivery children centre services within the 2 wards.	0	60,500.00	5,000.00	65,500.00
Northbanks, Muswell Methodist Church - Fortis Green Ward (Main Site)	Main site location formally identified at Coldfall Primary School – Now Planned designation as a main children centre site to support the cluster delivery of children centre services within the Fortis Green ward	0	5,000.00	0	5,000.00
Bruce Grove Ward	Additional link site proposed	0	140,000.00	10000	150,000.00
Development of Children centre link sites to meet future capacity demands (Sites dependent on service/reach target review)		0	0	45,000.00	45,000.00
Programme Contingency		0	35,000.00	20,344.00	55,344.00
Programme management Costs		10,000.00	10,000.00	10,000.00	30,000.00
TOTAL		46,797.00	835,203.00	359,344.00	1,241,344.00



Haringey Council

Appendix 7 CC Maintenance Capital Expenditure Profile 2008-2011

Projects	Description of Project	Projected Expenditure (£)			
		2008/09	2009/10	2010/11	Total
<u>Maintenance Projects</u>	-				
Rowland Hill Children Centre	Roof Repairs; resolution of solar gain, heating and ventilation issues and waterproofing	4,252	59,430	1,413	65,095
Stonecroft Children Centre	Boiler replacement, roof repairs to parents room, external decorations, lighting and window repairs	60,409	85,270	0	145,679
Pembury Children Centre	Boiler replacement and door threshold adaptations	36,262	5,000	0	41,262
Park Lane Children Centre	Fire precaution works	0	5,000	0	5,000
Stroud Green Children Centre	Boiler replacement (contribution from CC)	0	5,000	0	5,000
South Haringay Children Centre	General repairs	0	9,648	0	9,648
Shropshire Hall Children Centre	Roof repairs and associated works	0	17,650	1,350	19,000
Condition surveys		15,000	0	0	15,000
Programme Contingency		0	2,000	1,000	3,000
Programme management Costs		0	0	0	0
TOTAL		115,923	188,998	8,763	308,684

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Agenda item

[No.]**CABINET****On 17 November 2009**Report Title: **Supported Housing Review**Report authorised by: **Niall Bolger, Director of Urban Environment**

Signed:

4 November 2009

Contact Officer : **Dale Phillipson**
Assistant Director (Business Improvement & Strategy)

Tel: 020 8489 4715

Ward(s) affected: **Hornsey, Tottenham Hale
and White Hart Lane**

Report for: **Key Decision****1. Purpose of the report**

- 1.1 To provide the Cabinet with an update on the review of supported housing and to seek approval of a plan for addressing the specific needs of 4 sheltered housing schemes, increasing the provision of 'extra care' housing and enabling all of the Council's supported housing to be brought up to the decent homes standard.

2. Introduction by Cabinet MembersCabinet Member for Housing

- 2.1 I welcome and support the recommendations in this report because, in Haringey, there is no place for unsuitable, poor quality social housing.
- 2.2 We must ensure that all of the Council's sheltered housing is fit for purpose, is brought up to decent homes and modern standards, and plays its full part in

meeting the current and future needs of older people.

- 2.3 All of the research that has been carried out points to an over-supply of conventional sheltered housing in Haringey and a shortage of 'extra care' supported housing, especially in the east of the borough.
- 2.4 The high number of voids in sheltered housing, coupled with the difficulties that the Council has continued to experience in letting homes in some of its least popular schemes, adds urgency to the need to rationalise the sheltered housing stock and align it with a new multi agency Older Persons Housing Strategy.

Cabinet Member for Adult, Culture & Community Services

- 2.5 The Council is committed to ensuring that all older people are able to live independently, for as long as possible, in appropriate, decent housing.
- 2.6 I welcome the proposals to increase the supply of 'extra care' supported housing, since this will reduce the Council's use of residential care and extend housing choice across all tenures as an alternative to residential and nursing care.
- 2.7 The proposed Older Persons Housing Strategy is also to be welcomed as it will set out the strategic context for future service provision, promote independence and safety in the home, improve the quality of the homes in which older people are living and assist the integration of housing and social care.
- 2.8 It is, of course, essential that any changes to the Council's supported housing stock are handled sensitively and are well managed, and that all of the tenants affected by such changes are properly consulted and supported. To ensure that this happens, I will continue to meet regularly with the Cabinet Member for Housing and Senior Managers in Adult Social Care, Homes for Haringey and Strategic & Community Housing Services.

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

- 3.1 The Supported Housing Review supports the Council's objective of improving housing conditions in the borough, and the implementation of the recommendations in this report will help to meet the following priorities in the Council Plan:
- **Priority 3 – 'Encouraging lifetime wellbeing, at home, work play and learning';**
- By addressing the deficiencies and limitations of the Council's supported housing schemes, the proposed changes will support and encourage lifetime well being.
- **Priority 4 – 'Promoting independent living while supporting adults and children when needed'.**

Supported housing promotes, encourages and enables independent living.

‘Extra care’ supported housing provides 24 hour on-site care and support, offers older people a viable alternative to residential care and affords them the opportunity to live safely in an environment where they are actively encouraged to be as independent as possible.

- **Priority 5 – ‘Delivering excellent, customer focused, cost effective services’**

If implemented, the recommendations in this report will ensure that, on completion of the decent homes programme, all of the Council’s supported housing will meet the decent homes standard.

Where a scheme is not fit for purpose, the site will be either redeveloped (to provide modern general needs / ‘extra care’ housing) or disposed of.

Two of the 4 supported housing schemes included in the review are not fit for purpose and are expensive to maintain. For the Council, the provision of ‘extra care’ offers better value for money when compared to residential care options.

4. Recommendations

4.1 The Cabinet is asked to note the key outcomes of the Supported Housing Review and to approve, in principle, the following recommendations in relation to the sheltered housing schemes at Campbell Court, Protheroe House, Larkspur Close and Stokley Court:

- (a) That Campbell Court is maintained as a sheltered housing scheme and is included within Haringey’s decent homes programme;
- (b) That, subject to formal consultation with the tenants and completion of a detailed financial appraisal, Protheroe House will be closed and the site redeveloped as a mixed tenure ‘extra care’ supported housing scheme;
- (c) That Larkspur Close will continue as a sheltered housing scheme (but will not yet be included in the decent homes programme) until completion of a comprehensive options appraisal and financial assessment (including the feasibility and cost of completing remedial works, converting Larkspur Close to a ‘good neighbour’ scheme and redeveloping the site) and a decision is made on its future use.
- (d) That Stokley Court will continue as a sheltered housing scheme (but will not yet be included in the decent homes programme) until December 2010 when a decision will be made on its future use.

(e) That formal consultation takes place with the residents of Protheroe House on the future of their homes, and that the results of that consultation and the Equalities Impact Assessment are reported back to the Cabinet.

(f) That, with immediate effect and until further notice, properties that become vacant at Protheroe House will not be re-let.

5. Reason for recommendation(s)

5.1 Although 25 of the Council's sheltered housing schemes have already been included in the decent homes programme, 4 schemes (Campbell Court, Larkspur Close, Protheroe House and Stokley Court) have been the subject of an options appraisal..

5.2 Campbell Court, Larkspur Close, Protheroe House and Stokley Court were chosen because they are unsuitable for supported housing, do not have modern facilities or need a lot of investment to bring them up to the decent homes standard.

5.3 In reviewing the future of the 4 schemes, the Council is seeking to improve the quality of supported housing, increase the supply of 'extra care' housing in the borough, provide residents with more choice in how their housing and support needs are met, and help older people to remain independent.

5.4 In August 2009, the Housing Quality Network (HQN) completed its assessment of the different options for each scheme. These are summarised in the table below:

	Larkspur	Protheroe	Campbell	Stokley
DHS/refurbishment 'as is'	NO	NO	MAYBE	MAYBE
Convert to General Needs	NO	NO	YES	MAYBE
Redevelop - Extra-Care	NO	YES	NO	YES
Redevelop - General Needs (housing association)	MAYBE	YES	NO	YES
Redevelop - General Needs (local authority homes)	NO	YES	NO	YES
Dispose	YES	YES	NO	YES

5.5 The HQN report sets out detailed cost estimates of the various options, including an 'optimum' solution that would involve the closure of all four schemes, the conversion of Campbell Court to 'general needs' housing, the redevelopment of Protheroe House as 'extra care' supported housing, the disposal of Larkspur Close and the redevelopment of Stokley Court as social rented housing.

5.6 Although Cabinet is recommended to approve the redevelopment of Protheroe House as 'extra care' supported housing, it is **not** recommended that Campbell Court is converted to 'general needs' housing or, at this stage, that Larkspur Close

is disposed of and Stokley Court is redeveloped as social rented housing.

Campbell Court

- 5.7 The 34 one-bedroom flats and 19 two-bedroom flats at Campbell Court (a nine storey block) are in a reasonable condition and, although relatively expensive, the cost of bringing the block up to the decent homes standard is not excessive compared to other schemes that are included in the decent homes programme.
- 5.8 Although Campbell Court's effectiveness as a sheltered housing scheme is inhibited by its height and the lack of communal facilities, there is a very strong sense of community within the block.
- 5.9 If Campbell Court is not retained as sheltered accommodation, the most appropriate solution would be to convert it to 'general needs' housing, with a mix of 2, 3 & 4-bedroom homes. This would reduce the number of homes from 53 to 44.
- 5.10 As Campbell Court is already a high rise building in a very low-level neighbourhood, redevelopment of the block will not provide an opportunity to increase the height of the development.
- 5.11 Taking everything into account, it is recommended that Campbell Court is retained as a sheltered housing scheme and included in the decent homes programme.

Larkspur Close

- 5.12 The 37 one-bedroom homes at Larkspur Close are small, have flat roofs and are difficult and expensive to maintain and keep warm. Running costs are high and the site has a poor layout and is prone to flooding.
- 5.13 The Housing Quality Network has concluded that, even if it is possible to bring Larkspur Close up to modern standards (in terms of layout and space), the cost of these improvements will be very high.
- 5.14 Consideration was given to the possibility of converting Larkspur Close to 'general needs' or 'extra care' housing. However, given the poor size and layout of the existing accommodation – and the high cost involved in bringing the properties up to a modern standard – neither of these options appear viable.
- 5.15 Given the restricted access, the narrowness of the site and the flooding problem, the options for the future use of Larkspur Close are unclear. More work is needed to establish whether it is suitable for any other type of accommodation or land use.
- 5.16 If Larkspur Close cannot be redeveloped by the Council or a housing association, it could be sold and the sale proceeds (estimated to be around £900,000) invested in the development of 'extra care' housing and/or other social housing.

- 5.17 Taking everything into account, it is recommended that Larkspur Close continues as a sheltered housing scheme (but is not yet included in the decent homes programme) until completion of a comprehensive options appraisal and financial assessment (including the feasibility and cost of completing remedial works, converting Larkspur Close to a 'good neighbour' scheme and redeveloping the site) and a decision is made on its future use.

Protheroe House

- 5.18 The 42 one-bedroom flats at Protheroe House have high running costs, are poorly designed and make poor use of the space available. The scheme is not suitable for retention as a sheltered housing scheme or conversion owing to the high levels of investment that would be required.
- 5.19 The Housing Quality Network has advised the Council that, even if it is possible to bring Protheroe House up to modern standards (in terms of layout and space), the cost of these improvements will be enormous.
- 5.20 Consideration was given to the possibility of converting Protheroe House to 'general needs' or 'extra care' housing. However, given the high cost involved in bringing the properties up to a modern standard, redevelopment will offer better value than conversion.
- 5.21 Although the site is also suitable for family housing, the Housing Quality Network has advised the Council that, of the 4 sheltered housing schemes it has looked at, Protheroe House is the most suitable for redevelopment as 'extra care' housing.
- 5.22 It is estimated that, if redeveloped, the Protheroe House site has the capacity to provide approximately 40 'extra care' homes. .
- 5.23 Taking everything into account, it is recommended that Protheroe House is redeveloped as a mixed tenure 'extra care' housing scheme, with up to a quarter of the new homes (probably 9 or 10) being offered for sale / shared ownership;
- 5.24 If this option is supported by the Cabinet, further work will need to be undertaken to determine exactly how the new scheme will be developed, paid for and managed.

Stokley Court

- 5.25 The 47 one-bedroom flats at Stokley Court are grouped together in a series of 3-storey blocks and situated within a residential neighbourhood close to amenities and Hornsey High Street.

- 5.26 Although the scheme's running costs are reasonable, the blocks of flats suffer from poor design and land use. As the accommodation is spread over 3 floors and is not served by a lift, Stokley Court has obvious limitations as a supported housing scheme for people with limited, or reducing, mobility.
- 5.27 Consideration was given to the possibility of converting Stokley Court to 'general needs' or 'extra care' housing. However, a more fundamental redevelopment of the scheme will offer better value than conversion and, besides, there are already two 'extra care' schemes in the west of the borough and it is known that most of the unmet need for 'extra care' is in the east of the borough.
- 5.28 Of the 4 housing schemes under review, Stokley Court offers the best potential for redevelopment, given the site's size and shape and the scope for including an adjoining site in any redevelopment.
- 5.29 With better use of space and land, redevelopment of Stokley Court could increase the number of homes on the site by up to 25%. There is also the potential to bring neighbouring sites into the consideration of options.
- 5.30 One of the options available would be to redevelop the site as 100% social rented housing (creating up to 60 new council homes) through Homes for Haringey. Such an option would enable Homes for Haringey to establish its role as a developer (and not just as a manager) of new homes.
- 5.31 In order to make an informed decision on the future use of Stokley Court (and to assess the merits and feasibility of increasing the supply of rented social housing and improving the appearance of the local area), the Council first needs to consult with residents, Councillors and other stakeholders.
- 5.32 The solution that is eventually chosen for Stokley Court must be sustainable and in keeping with Haringey's Older Persons Housing Strategy which is due to be published in December 2010. It must also contribute to the well being of residents and the community, and make effective use of all of the resources available.
- 5.33 Taking everything into account, it is recommended that a decision on the future use of Stokley Court is delayed until December 2010, by which time Haringey's Older Persons Housing Strategy will have been approved and published.
- 5.34 This will also afford the opportunity for the Council to carry out an extensive and inclusive consultation with residents, Councillors and other stakeholders (and to complete a detailed appraisal of the cost, merits and feasibility of the various options) relating to the future use of Stokley Court.

6. Other options considered

- 6.1 In its report, the Housing Quality Network sets out the options for each of the 4 sheltered housing schemes, taking into account the state of the current property market, the likely costs of the building work, any planning issues affecting the sites and the likelihood of getting a grant from the government.
- 6.2 The HQN report sets out indicative costs of the options, and focuses on the 'optimum' solution for all four schemes:
- Converting Campbell Court to 'general needs' housing
 - Disposing of Larkspur Close
 - Redeveloping Protheroe House as 'extra care' housing
 - Redeveloping Stokley Court as a 100% social rented housing scheme with Homes for Haringey
- 6.3 The recommendations set out in this report differ from the 'optimum' solution put forward by the Housing Quality Network because, after taking into account all of the information available (including the views of residents and, crucially, the availability of Council and government capital funding), Officers consider that a more modest, incremental approach offers the best prospects of being delivered on time, within the available resources and in a manner that ensures successful outcomes for the tenants who are displaced by the closure of their supported housing scheme.
- 6.4 Consideration was also given to the option of making no changes to the 4 schemes (so allowing them to continue operating as sheltered housing schemes) or simply deferring a decision for another year or so.
- 6.5 The first option was rejected on the grounds that there is an over-supply of supported housing in Haringey and not all of the schemes are suitable for use as supported housing or can be brought up to standard at a reasonable cost.
- 6.6 The second option (the deferral of the decision) was also rejected on the grounds that the tenants of the affected schemes have already told us that they have found it difficult to live with the uncertainty of not knowing what the Council is planning to do with their homes. Unless more work is required before an informed decision can be made, the deferral may simply add to tenants' anxiety and, in the absence of the decent homes investment, contribute to a deterioration in the condition of the four supported schemes.

7. Summary

- 7.1 The Council owns 1,478 units of supported housing.
- 7.2 Two thirds of these homes are provided in the Council's 29 sheltered housing schemes. The other four hundred homes are provided in 26 community good neighbour schemes, situated on general needs estates.
- 7.3 In addition to the Council's 29 sheltered housing schemes and 26 community good neighbour schemes, housing associations own more than twenty sheltered housing schemes in Haringey, providing supported housing for more than 700 older people.
- 7.4 In April 2005, the Council commissioned Ridgeway Associates to carry out a borough-wide analysis of supported housing that included an assessment of Haringey's current and future needs and potential future delivery options. This analysis was informed by a stock condition survey, carried out by Savills.
- 7.5 The Ridgeway Report (see Appendix A) highlighted a number of key issues about the Council's supported housing, including the extent to which it is fit for purpose and the current and future demand for, and supply of, supported housing:
 - (a) Some of the existing accommodation suffers from poor layout, has poor space standards and is unsuitable for people who use wheelchairs;
 - (b) Over the next ten years, it is projected that there will be an over-supply of general supported housing in Haringey;
 - (c) The supply of 'extra care' housing should be increased, in order to meet the needs of a growing number of people are moving into supported housing later in life (often when their needs include housing, care and support), provide older people with a wider range of housing choices, and assist the Council's efforts to reduce the number of households living in residential care.
 - (d) Future developments in supported housing should take into account the use of 'assistive technology', the growing number of people with dementia, and the needs of older people from black and ethnic minority communities.
 - (e) Consideration should be given to the needs of older home owners who require housing, care and support but can no longer remain in their own homes.
- 7.6 After considering the Ridgeway & Savills reports, Officers concluded that 25 of the Council's 29 sheltered housing schemes should be included in Haringey's decent homes programme and that the other 4 schemes (Campbell Court, Larkspur Close, Protheroe House and Stokley Court) should be the subject of an options appraisal.

- 7.7 Campbell Court, Larkspur Close, Protheroe House and Stokley Court were chosen because they are unsuitable for supported housing, do not have modern facilities or need a lot of investment to bring them up to the decent homes standard.
- 7.8 To inform its decision on the future of the 4 schemes, the Council asked the Housing Quality Network (HQN) – an independent consultancy – to carry out a detailed assessment of the different options for each scheme. The inclusion of each scheme in the decent homes programme would be dependent on the outcome of the review.
- 7.9 The options considered for each of the 4 supported housing schemes were:
- Retain it as supported housing and include it in the decent homes programme;
 - Convert the accommodation to ‘general needs’ housing and include it in the decent homes programme;
 - Convert the accommodation to ‘extra care’ supported housing and include it in the decent homes programme;
 - Clear the site and redevelop it (with Homes for Haringey or a registered social landlord) as 100% social rented or as a mixed tenure development in line with the Council’s mixed tenure policies;
 - Clear the site and dispose of it on the open market
- 7.10 In its report (see Appendix B), the Housing Quality Network sets out the options for each of the 4 sheltered housing schemes, taking into account the state of the current property market, the likely costs of the building work, any planning issues affecting the sites, possible levels of rent and management costs and the likelihood of getting a grant from the government.
- 7.11 The HQN report sets out detailed cost estimates of the various options, including an ‘optimum’ solution. This solution proposes all four schemes at once.
- 7.12 The optimum solution outlined by HQN would have a one-off cost of around £11.7m for the cost of redevelopment or conversion plus clearance costs. Capital receipts of around £0.9m could be set against this; additionally, HCA funding of around £2.9m may be possible. Securing a housing association partner could attract investment of around £7.2m.
- 7.13 As explained in Paragraph 5.6, however, it is recommended that the Council addresses each scheme on an individual basis, rather than pursue this ‘optimum’ solution. This process will require additional financial analysis and feasibility work to ensure the costs of the proposed changes are viable. Indicative financial estimates are set out in the HQN report attached as Appendix B.

8. Chief Financial Officer Comments

- 8.1 At this stage, it is not possible to determine accurate costs without more detailed analysis of the recommended options. However, where a property is to be retained, it will normally cost in the region of £500k to bring it up to the decent homes standard. The cost for Campbell Court, however, is expected to be less.
- 8.2 Where a site is to be redeveloped, the exact costs would depend on the size and nature of the new scheme, but there may be capital costs of upwards of £7m. The Council would seek to mitigate these costs from grant funding or by working with a partner but, at this point, grant funding cannot be guaranteed.
- 8.3 Any change in the nature of care provided may impact on the revenue budget within Adult Social Services. However, until a decision has been reached on the type of accommodation that will be provided (and the extent to which new provision is likely to impact on the Council's use of residential care), it is not possible to accurately assess the likely impact on the revenue budget.

9. Head of Legal Services Comments

- 9.1 The Head of Legal Services has been consulted in the preparation of this report.
- 9.2 The Council has a responsibility to make arrangements to provide residential accommodation for persons aged 18 or over who because of age, illness, disability and any other circumstances are in need of care and attention which is not otherwise available. The sheltered housing scheme is part of such a responsibility.
- 9.3 In making such arrangements, the Council must have regard to the welfare of all persons for whom accommodation is provided and in particular to the need for providing accommodation of different descriptions suited to the different needs of the people to whom it has the responsibility. In order to fulfil its responsibility, the welfare of those people at present in occupation of premises situated at Protheroe House must be addressed.
- 9.4 Protheroe House, Larkspur Close and Stokley Court are held by the Council for housing purposes. Disposal cannot take place unless the consent of the Secretary of State is first obtained. The Secretary of State has issued some general consents. Further reports must be produced once proposals for redevelopment or disposal have been agreed and further legal comments will be provided on those proposals and on whether or not specific consents will be required or whether the Council can rely on the General Consents.
- 9.5 If the tenants of Protheroe House need to move out to enable the site to be redeveloped, suitable alternative accommodation must be provided to those that the Council has a duty under the homelessness provisions, under paragraph 9.2

above and/or those with a secure tenancy.

- 9.6 There is a statutory duty to engage in formal consultation with residents before deciding the future of their sheltered housing scheme. This is described more fully in paragraphs 12.1 to 12.4 below.

10. Head of Procurement Comments

Not applicable

11. Equalities and Community Cohesion Comments

- 11.1 The recommendations set out in this report will help to promote sustainable communities by providing older people with greater choice in their housing, housing-related support and social care.
- 11.2 'Extra care' supported housing is under-provided in Haringey, and this severely limits the choices and life chances of particularly vulnerable older people who may find themselves restricted to residential care options.

12. Consultation

- 12.1 The Housing Act 1985 places an obligation on the Council to consult with secure tenants on housing management matters which are likely to affect them, This includes matters that relate to the management, maintenance, improvement or demolition of their homes.
- 12.2 Any proposals to decommission sheltered housing schemes and to transfer tenants to alternative accommodation would be matters that fall within this requirement. The consultation arrangements must allow the tenants to make their views known to the Council within a specified period and the Council must take those views into consideration before making a final decision on the matter.
- 12.3 Although the residents of Campbell Court, Larkspur Close, Protheroe House and Stokley Court have received a number of briefings on the progress of the Supported Housing Review and the options appraisal, no formal consultation has taken place.
- 12.4 Most residents attending the briefings expressed understandable concern and anxiety at the prospect of moving from their home. Some wanted to know whether there is scope for them to remain within a friendship group if they need to transfer to alternative supported housing.

13. Service Financial Comments

13.1 The HQN report sets out estimated costs for each scheme.

13.2 Although the recommendation is to delay a decision on the use of Stokley court, Members need to be aware that if a decision is taken to redevelop the site at a later date, the capital costs of that scheme will be of a significant scale.

13.3 Although the estimated capital costs are shown in the HQN report (Appendix B, it would be prudent for the Council to review this data and costings before a final decision is taken on each scheme.

14. Use of appendices

15. Local Government (Access to Information) Act 1985

15.1 The following background papers were used to inform the production of this report:

- Ridgeway Report – Older Person's Housing and Support Needs Analysis (July 2005)
- HQN Report – Sheltered Housing Options Appraisal (August 2009)

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Agenda item:

[No.]

CABINET

On 17TH November 2009

Report Title. **Outcome of consultation on the revision of the Statement of Gambling Policy**

Report of **Director of Urban Environment - Niall Bolger**

Signed :

Contact Officer : Ms Daliah Barrett-Williams – Lead Officer Licensing 020 8489 8232

Wards(s) affected: **All**

Report for: **Key**

1. Purpose of the report

1.1 The Council prepared a Statement of Gambling Policy for the exercise of its functions under the Gambling Act 2005 which was published in December 2006. The Council is required to update this policy document every three years. A revised document has been consulted on and a decision is now required to accept the revised policy. This report recommends that the draft revised policy in Appendix 2 is approved for submission to Full Council .

2. Introduction by Cabinet Member

2.1 This is an important policy and gambling premises can be a source of significant concern to communities in which they operate. We have lobbied for a change in the law that will allow us to extend our policy and include 'clustering' as a material consideration when deciding an application. However, at this time we remain restricted as a Licensing Authority and can only consider each case on its merits under the existing licensing policy objectives.

2.2 We have strengthened our draft policy in a number of ways and consulted widely on these changes. Specifically we have made it clear that we will have regard to the proximity of gambling premises to establishments catering to children or

vulnerable adults and where there is clear evidence of an impact on one or more of the licensing objectives this will be a material consideration.

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

3.1 The policy links to other strategies of the Council:

- Community Strategy
- Unitary Development Plan
- Council Plan
- Children and Young Peoples Plan
- Safer for all (Safer Communities Plan)
- Regeneration strategy

4. Recommendations

4.1 That the background details in Section 5 and the consultation responses and analysis in Appendix 1 be noted.

4.2 That the revised policy contained in Appendix 2 be approved for consideration and adoption by Full Council. (Revisions are in underlined text).

5. Reason for recommendation(s)

5.1 There is a requirement under the Gambling Act 2005 (the Act) for the Policy to be reviewed every 3 years.

5.2 The Act contains three licensing objectives which underpin the functions that both the Commission and Licensing Authorities will perform. These are :

- Preventing gambling from being a source of crime and disorder, being associated with crime and disorder, or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way;
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

The Licensing Authority's revised Statement of Gambling Policy must show how these licensing objectives will be achieved and must have regard to the guidance published by the Gambling Commission in June 2008.

5.3 The Licensing Authority will continue to administer the following functions under the Act :

- Licence premises.
- Consider notices for temporary uses of premises for gambling.
- Grant permits for gaming and gaming machines in clubs (and similar).
- Regulate gaming and gaming machines in alcohol licensed premises.
- Grant permits to family entertainment centres for the use of certain lower stake gaming machines.
- Grant permits for prize gaming.
- Consider occasional use notices for betting at tracks.
- Register small societies' lotteries.

6 Other options considered

6.1 The responses to the consultation have been considered as detailed in Appendix 1. Where the suggestions both support and improve the draft policy, and are not contradictory to the Gambling Act 2005 or associated Government guidance, we have incorporated into the revised policy.

6.2 The proposed timetable for the further approval of this report will enable the Licensing Authority to publish it's revised policy statement within the three year requirement in compliance with both the Gambling Act and the guidance provided by the Gambling Commission.

7 Summary

7.1 The Gambling Act 2005 brought in major reforms to the structure of the law on gambling in this country. It brought considerable responsibilities for local authorities in their role as the appropriate ' Licensing Authorities '. Every Licensing Authority must produce a policy statement in respect of gambling in their area which must be reviewed at least every three years .This report details the responses received during the consultation process for the first review of the policy.

7.2 The persons and stakeholders we should consult are detailed in the Act in general terms. Comments were received to the consultation and these are detailed in Appendix 1. The responses do not affect the draft policy significantly. All the responses received were from residents only and there was no response from any of the Responsible Authorities or from the betting industry.

8 Chief Financial Officer Comments

8.1 There are no significant financial implications arising from the recommendations in this report.

9 Head of Legal Services Comments

9.1 Legal comments are throughout the body of the report.

10 Equalities & Community Cohesion Comments

10.1 An equalities impact assessment report has been submitted. It is clearly seen by Government that gambling can impact on the lives of all in society and particularly the young and those people who may be vulnerable to gambling activities. It is a primary objective of both the Act and the local policy statement that such persons are protected.

11 Consultation

11.1 The Gambling Act 2005 requires the Licensing Authority to consult the following on the licensing policy statement or any subsequent revision:

- In England & Wales, the chief officer of police for the authority's area.
- Persons carrying on gambling businesses in the authority .
- One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under the Act.

11.2 Consultation in respect of this policy included those organisations and bodies who have responsibilities to protect the young, the elderly, and those other vulnerable groups within our community . This also includes faith groups, voluntary and community organisations working with children and young people, organisations working with people who are problem gamblers, Primary Care Trusts and advocacy organisations such as the Citizen's Advice Bureau and trade unions. In addition, the draft statement was placed on the Council's website together with supporting explanation and guidance.

11.3 The consultation indicated that there was concern regarding the size and opening hours of gambling premises. We have been able to add to the revised policy to clarify that opening hours can take account of their likely impact on vulnerable people and the prevention of gambling being associated with crime and disorder.

11.4 Consultation feedback suggested there should be a general disposition to refuse applications where an applicant could not demonstrate social and economic benefits to the community. The present Government guidance is that in general

terms Licensing Authorities should ‘ aim to permit ’ where the three licensing objectives are met.

12 Use of appendices / tables and photographs

12.1 Appendix 1 Summary and analysis of comments received .

12.2 Appendix 2 Revised draft policy – revisions are in underlined text.

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Appendix 1

Licensing Policy Statement Consultation Responses

Name of person	Organization	Matters raised	Affect Policy or not
Mr. Mario Petrou	Resident	<p>Asked for wording to be changed about opening times.</p> <p>Take out references to the size of a gambling premises</p> <p>Remove the term clear evidence link and replace with reasonable evidence</p>	<p>Opening times can be set at application stage as part of the default conditions stipulated in the regulations. Licensing Authorities can alter these if there are concerns regarding crime and disorder.</p> <p>This size of the gambling premises plays a part in the consideration of the license and need to be retained.</p> <p>We have already felt the outcome of making three decisions based on 'reasonable evidence' and the Magistrates gave the authority clear decision that that was not acceptable and clear evidence was the required test.</p>
Mr. Sygrave	Resident representing Ladder Community Safety partnership.	Asked for clarity of the Nil resolution regarding casinos	Current Government policy restricts the development of casinos across the

		<p>Asked this quote be added <i>“Proposed opening hours may also be taken into account in the light of their likely impact on vulnerable people and in preventing gambling from being associated with crime or disorder”</i></p> <p>Asked that evidence link be changed to reasonable evidence or satisfactory evidence link</p>	<p>Country and this is therefore not an issue locally. This will only be affected if Government chooses to make further options available.</p> <p>This is reasonable and can be added to the sentence to give further clarification</p> <p>Please see previous comments above.</p>
Peter Lorimar & Clive Carter	residents	Request a 'nil resolution regarding casinos'	See above
Colin Marr	resident	<p>Asked for a nil resolution on casinos</p> <p>That Haringey should have a general pre-disposition to refuse license applications except in those circumstances where the applicant can demonstrate social and economic benefits to the community</p>	<p>We are unable to consider this as the primary legislation tells us that we are to 'aim to permit'</p>



Haringey Council

STATEMENT OF GAMBLING POLICY 2010-2013

LONDON BOROUGH OF HARINGEY

Statement of Gambling Policy

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STATEMENT OF GAMBLING POLICY

1. Introduction

The Gambling Act 2005 requires the Council to prepare and publish a “Statement of Licensing Policy” that sets out the policies that the Council will generally apply to promote the Licensing Objectives when making decisions on applications made under the Act. Haringey [assumed responsibility for all gambling premises in the borough in September 2007. There are 82 betting premises in the borough : 71 betting shops, 11 adult gaming centres, 2 track betting premises, and 1 bingo hall, as well as other gambling authorisations granted for clubs pubs etc.](#) [This borough has been guided by its Statement of Gambling Policy since September 2007 and since that time we have received 8 new applications \(5 for new betting shops, 3 for new adult gaming centres\) and 3 applications to vary existing premises. 6 betting shop licences have been surrendered during this time](#)

[In administering this process over the past three years the Council has to concede that the powers within the Gambling Act 2005 and the Gambling Commission Guidance restricts the Council when it comes to trying to influence the shape of its town centres to encourage local needs and develop a sustainable local environment. The Act and the Guidance do not permit demand to be taken into account and in doing so restrict the Authority from having regard to the concentration of betting shops.](#)

[The Gambling Act 2005 also introduced three categories of casinos, regional, large and small. The Government's objective when passing the legislation was to accommodate the desire expressed by many local authorities to explore the potential economic and regenerative benefits of new casino developments within the objectives of keeping crime out of gambling, keeping it fair, and protecting children and vulnerable people. An independent panel \(the Casino Advisory Panel\) was set up in 2005 to recommend to the Secretary of State for Culture, Media and Sport the best locations for the new casinos.](#)

[Local Authorities were invited to submit proposals for these casinos. Haringey did not submit any such proposal. The number of new casinos which could be granted from 1 September 2007 was restricted to one regional, eight large and eight small casinos. These casinos are defined according to the casino's size and what form of gambling could be provided at a particular casino. The panel advised of the chosen locations in January 2007. Parliament however later rejected the idea of the regional casino and that has now been put aside indefinitely. It would take further legislative changes to make available any further potential sites for casinos in the United Kingdom.](#)

[As a borough our concerns are that we have a duty to ensure that we perform our duties to dovetail with the economic and social cohesion to promote the vision of creating and developing sustainable communities.](#)

[We as a Council are aware that we can only Act within the confines of the Act and the Guidance when determining gambling applications.](#)

This “Statement of Licensing Policy” has been prepared having regard to the provisions of the Guidance issued by the Gambling Commission and the licensing objectives of the Gambling Act 2005. [The revision is due mainly to the revision of the Gambling Commission Guidance, but it continues to set out how this Licensing Authority will use the licensing objectives to reflect local circumstances](#)

This Policy comes into effect on 31 January 2010, and will be reviewed as necessary, and at least every three years from the date of adoption.

Haringey Council become the Licensing Authority under the Gambling Act 2005. This resulted in the Council becoming responsible for granting of Premises Licences in the Borough of Haringey in respect of:-

- ❖ Casino Premises;
- ❖ Bingo Premises;
- ❖ Betting Premises, including Tracks;
- ❖ Adult Gaming Centres;
- ❖ Family Entertainment Centres.

The definition of Gambling is defined in the Act as either gaming, betting, or taking part in a lottery:

Gaming means playing a game of chance for a prize

Betting means making or accepting a bet on the outcome of a race, competition, or any other event: the likelihood of anything occurring or not occurring: or whether it is true or not.

Lottery is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance.

2. The London Borough of Haringey

Map of the London borough of Haringey



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Haringey is one of London's 32 Boroughs. It is located in the north of the capital and is more than 11 square miles in area. According to the 2001 Census nearly half of its 224,300 people come from ethnic minority backgrounds. It is often said that Haringey is an outer London Borough with inner London challenges.

There are approximately 100,000 dwellings and approximately 8,200 businesses employing 64,700 people.

There are a number of Bingo Premises, Betting Shops and Adult Gaming Centres

List of persons this authority consulted: A full list of consultees is available on the website, www.haringey.gov.uk/licensing.

3. Glossary of Terms

Within this Statement of Gambling Policy, the following words and terms are defined as stated:

Licensing Objectives: As defined in section 4 below

Council: Haringey Council

Borough: The area of London administered by the London Borough of Haringey

Licences: As defined in section 5 below

Applications: Applications for licences and permits as defined in section 5 below

Notifications: Means notification of temporary and occasional use notices

Act: The Gambling Act 2005

Regulations:	Regulations made under the Gambling Act 2005
Premises:	Any place, including a vehicle, vessel or moveable structure
Code of Practice:	Means any relevant code of practice under section 24 of the Gambling Act 2005
Mandatory Condition:	Means a specified condition provided by regulations to be attached to a licence
Default Condition:	Means a specified condition provided by regulations to be attached to a licence, unless excluded by Haringey Council
Responsible Authority:	<p>For the purposes of this Act, the following are responsible authorities in relation to premises:</p> <ol style="list-style-type: none"> 1. The Licensing Authority in whose area the premises are wholly or mainly situated ("Haringey Council"); 2. The Gambling Commission; 3. Metropolitan Police Constabulary 4. London Fire and Emergency Planning Authority 5. Building Control Manager, Assistant Director Planning , Haringey Council 6. Commercial and Environmental Protection Team, Haringey Council; 7. Policy & Performance Manager, Children's Services Officer in Social Services, Haringey Council; 8. HM Customs and Excise.
Interested Party:	<p>For the purposes of this Act, a person is an interested party in relation to a premises licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person:-</p> <ol style="list-style-type: none"> (a) Lives sufficiently close to the premises to be likely to be affected by the authorised activities; (b) Has business interests that might be affected by the authorised activities; (c) Represents persons who satisfy (a) or(b) above.

PART A

4 Licensing Objectives

In exercising most of their functions under the Gambling Act 2005, Licensing Authorities must have regard to the licensing objectives:

1. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
2. Ensuring that gambling is carried out in a fair and open way;
3. Protecting children and other vulnerable persons from being harmed or exploited by gambling.

It should be noted that the Gambling Commission has stated: "The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling".

This Licensing Authority is aware that, as per Section 153 of the Act, when making decisions about Premises Licences and temporary use notices it should aim to permit the use of premises for gambling in so far as it thinks it is:

1. in accordance with any relevant code of practice issued by the Gambling Commission;
2. in accordance with any relevant guidance issued by the Gambling Commission;
3. reasonably consistent with the licensing objectives and
4. in accordance with the authority's statement of gambling policy.

Applicants are encouraged to demonstrate how they will promote the licensing objectives.

5 Types of Licence

This document sets out the policies that the Council will apply when making decisions upon applications or notifications made for:-

1. Premises Licences;
2. Temporary Use Notices;
3. Permits as required under the Act;
4. Registrations as required under the Act.

6 Licensable Premises and Permits

This policy relates to all those licensable premises, notices, permits and registrations identified as falling within the provisions of the Act, namely:-

1. Casinos;
2. Bingo Premises;
3. Betting Premises;
4. Tracks;
5. Adult Gaming Centres;
6. Family Entertainment Centres;

7. Premises Licences
8. Club Gaming Permits;
9. Prize Gaming and Prize Gaming Permits;
10. Temporary Use Notices;
11. Registration of small society lotteries.

7 General Principles

Nothing in this Statement of Policy will:-

1. Undermine the rights of any person to apply under the Act for a variety of permissions and have the application considered on its individual merits; OR
2. Override the right of any person to make representations on any application or seek a review of a licence or permit where they are permitted to do so under the Act.

The starting point in determining applications will be to grant the application without conditions. Conditions will only be considered where they are needed to meet the requirements of the licensing objectives, and any conditions applied will not be overly onerous and will be proportionate to the scale of the application and the risks involved. The applicant will demonstrate a right to occupy the premises and holds or has applied for an operating licence which allows him or her to carry out the proposed activity. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation.

When determining an application to grant a Premises Licence or review a Premises Licence, regard will be had to the proximity of the premises to schools, vulnerable adult centres or residential areas where there may be a high concentration of families with children. The proximity of premises taken into consideration will vary depending on the size and scope of the gambling premises concerned. Each case will, however, be decided on its merits. Therefore, if an applicant can effectively demonstrate how they might overcome licensing objective concerns, this will be taken into account.

Licensing is about the control of licensed premises, temporary use notices or occasional use notices within the terms of the Act. Conditions may be attached to licences that will cover matters that are within the control of individual licensees.

When considering any conditions to be attached to licences, the Council will primarily focus on the direct impact of the activities taking place at licensed premises on members of the public living, working or engaged in normal activity in the area concerned. The Secretary of State provides for specified conditions to be attached to a premises licence as either “mandatory” or “default” conditions. In determining an application the Council may not have regard to the expected demand for the facilities which it is proposed to provide. Moral objections are also not valid reasons for rejecting an application.

8 Responsible Authorities and the protection of children from harm

The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:

- A The need for the body to be responsible for an area covering the whole of the licensing authority's area; and*
- B the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group.*

The contact details of all the Responsible Authorities under the Gambling Act 2005 are available via the Council's website at: www.haringey.gov.uk

9 Interested parties

Interested parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as follows:

"For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the licensing authority which issues the licence or to which the applications is made, the person-

- (a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,*
- (b) has business interests that might be affected by the authorised activities, or*
- (c) represents persons who satisfy paragraph (a) or (b)"*

The licensing authority is required by regulations to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party. The principles are:

- Each case will be decided upon its merits.
- This Authority will not apply a rigid rule to its decision making. It will consider the examples of considerations provided in the Gambling Commission's Guidance for Local Authorities at 8.14 and 8.15. It will also consider the Gambling Commission's Guidance that 'has business interests' should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.
- The Gambling Commission has recommended that the Licensing Authority states that...'*interested parties include trade associations and trade unions, and residents' and tenants' associations (Gambling Commission Guidance for Local Authorities 8.17).*' This Authority will not however generally view these bodies as interested parties unless they have a member who can be classed as an interested person under the terms of the Gambling Act 2005 i.e. lives sufficiently close to the premises to be likely to be affected by the activities being applied for or has business interests that might be affected by the authorised activities..

Interested parties can be persons who are democratically elected such as councillors and MP's. No specific evidence of being asked to represent an interested person will

be required as long as the councillor / MP represents the ward likely to be affected. Likewise, parish councils likely to be affected, will be considered to be interested parties. Other than these however, this authority will generally require written evidence that a person/body (e.g. an advocate / relative) 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or has business interests that might be affected by the authorised activities. For example, a letter from one of the persons so affected and , requesting the representation may be sufficient.

If individuals wish to approach councillors to ask them to represent their views then care should be taken that the councillors are not part of the Licensing Committee dealing with the licence application. If there are any doubts then please contact the licensing department.

10 Exchange of Information

Licensing authorities are required to include in their statements the principles to be applied by the authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under section 350 of the Act with respect to the exchange of information between it and the other persons listed in Schedule 6 to the Act.

The principle that this licensing authority applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that the Data Protection Act 1998 will not be contravened. The Licensing Authority confirms that it has procedures in place so as to ensure that it can comply with the requirements of the Freedom of Information Act 2000. The licensing authority will also have regard to any Guidance issued by the Gambling Commission to local authorities on this matter when it is published, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.

Should any protocols be established as regards information exchange with other bodies then they will be made available. The Gambling Commission and LACORS have information exchange system in place between local authorities are.

11 Declaration

In producing this Policy, this licensing authority declares that it has had regard to the licensing objectives of the Gambling Act 2005, the guidance issued by the Gambling Commission, and any responses from those consulted.

12 Enforcement

Licensing authorities are required by regulation under the Gambling Act 2005 to state the principles to be applied by the authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.

This Licensing Authority's principles are that:

It will be guided by the Gambling Commission's Guidance for Local Authorities, and Enforcement will endeavour to be:

- Proportionate: regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
- Accountable: regulators must be able to justify decisions, and be subject to public scrutiny;
- Consistent: rules and standards must be joined up and implemented fairly;
- Transparent: regulators should be open, and keep regulations simple and user friendly; and
- Targeted: regulation should be focused on the problem, and minimise side effects.

As per the Gambling Commission's Guidance for local authorities this licensing authority will endeavour to avoid duplication with other regulatory regimes so far as possible.

[This Licensing Authority will investigate complaints against licensed premises. We require operators to have a single point of contact for all matters relating to compliance issues at any of their given sites. We will inspect premises that are subject of a new premises licence application. Inspections will be undertaken by the Licensing Authority and /or with a Responsible Authority.](#)

The main enforcement and compliance role for this Licensing Authority in terms of the Gambling Act 2005 will be to ensure compliance with the premises licences and other permissions which it authorises. The Gambling Commission will be the enforcement body for operating and personal Licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines will not be dealt with by the Licensing Authority but will be notified to the Gambling Commission.

[This Licensing Authority will also keep itself informed of developments as regards the work of the Better Regulation Executive in its consideration of the regulatory functions of Local Authorities.](#)

Bearing in mind the principle of transparency, this Licensing Authority's enforcement/compliance protocols/written agreements will be available upon request to the licensing department. Our risk methodology will also be available upon request.

The Council recognises that, apart from the licensing function, there are a number of other mechanisms available for addressing issues of unruly behaviour that can occur away from licensed premises, including:-

1. Planning controls;
2. Ongoing measures to create a safe and clean environment in these areas in partnership with local businesses, transport operators and other Council departments;
3. Regular liaison with the Police on law enforcement issues regarding disorder and anti-social behaviour;

4. The power of the Police, other responsible authorities or local residents and businesses to seek a review of the licence.

Objectors will be required to relate their objection to one of more of the Licensing Objectives, as specified in section 1.4 above, before the Council will be able to consider it.

The Council, in undertaking its licensing function, will have due regard to the need to eliminate unlawful discrimination and to promote equality and good relations between persons of different racial groups.

13 Licensing Authority functions

[This Gambling Policy considers the needs of the borough and is concerned with upholding the licensing objectives. It will be used as a guidance to the Authority in carrying out its regulatory functions under the Act :](#)

- Be responsible for the licensing of premises where gambling activities are to take place by issuing **Premises Licences**
- Issue **Provisional Statements**
- Regulate **Members' Clubs** and **Miners' Welfare Institutes** who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits
- Issue **Club Machine Permits** to **Commercial Clubs**
- Grant permits for the use of certain lower stake gaming machines at **Unlicensed Family Entertainment Centres**
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of up to two gaming machines
- Issue **Licensed Premises Gaming Machine Permits** for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines
- Register **Small Society Lotteries** below prescribed thresholds
- Issue **Prize Gaming Permits**
- Receive and Endorse **Temporary Use Notices**
- Receive **Occasional Use Notices**
- Provide information to the Gambling Commission regarding details of licences issued (see section above on 'information exchange')
- Maintain registers of the permits and licences that are issued under these functions

It should be noted that local Licensing Authorities will not be involved in licensing remote gambling at all. This will fall to the Gambling Commission via operating licences.

PART B

PREMISES LICENCES

1 General Principles

Premises licences [are](#) subject to the requirements set-out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which [are](#) detailed in regulations issued by the Secretary of State. The Licensing Authority can only consider a premises licence application where the applicant ;

- Has the right to occupy and exercise sufficient control over the premises to enforce the terms of the licence: and
- Holds or has applied for an operating licence which allows him or her to carry out the proposed activity
- It should be noted that the premises licence may only be determined once the operating licence has been issued
- The Licensing Authority will expect the applicant for a premises licence to demonstrate that they have or have applied for the appropriate operating and /or personal licences from the Gambling Commission where relevant
- Where no application for an operating licence has been made, the premises licence application will be refused.
- Licensing authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

This licensing authority is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission ;
- to be reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

It is appreciated that as per the Gambling Commission's Guidance for Licensing Authorities "moral objections to gambling are not a valid reason to reject applications for Premises Licences" and also that unmet demand is not a criterion for a Licensing Authority. The Licensing Authority recognises that in the event that it decides to resolve not to issue casino premises licences, then it may have regard to any principle or matter.

Definition of "premises" - Premises is defined in the Act as "any place". Different premises licences cannot apply in respect of a single premises at different times. However, it is possible for a single building to be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. Whether different parts of a building can properly be regarded as being separate premises will always be a question of fact in the circumstances. However, the Gambling Commission does not consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises, [for example by ropes or moveable partitions](#).

This Licensing Authority takes particular note of the Gambling Commission's Guidance for Local Authorities which states that:

- Licensing Authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular they should be aware that entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not 'drift' into a gambling area.
- Licensing Authorities should pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed). Clearly, there will be specific issues that Authorities should consider before granting such applications, for example, whether children can gain access; compatibility of the two establishments; and ability to comply with the requirements of the Act. But, in addition an overriding consideration should be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act.

[This licensing Authority takes particular note of the Gambling Commission Guidance to Licensing Authorities which gives a list of factors which should include:](#)

[Do the premises have a separate registration for business rates?](#)

Is the premises' neighbouring premises owned by the same person or someone else?

Can each of the premises be accessed from the street or a public passageway?

Can the premises only be accessed from any other gambling premises?

This Authority will consider these and other relevant factors in making its decision, depending on all the circumstances of the case.

Premises 'ready for gambling'

It should also be noted that an applicant cannot obtain a full Premises Licence until the premises in which it is proposed to offer the gambling are constructed. The Gambling Commission has advised that reference to "the premises" are to the premises in which gambling may now take place. Thus a Licence to use premises for gambling will only be issued in relation to premises that are ready to be used for gambling. This authority agrees with the Gambling Commission that it is a question of fact and degree whether premises are finished to a degree that they can be considered for a premises licence. The Gambling Commission emphasises that requiring the building to be complete ensures that the Authority can, if necessary, inspect it fully, as can other responsible authorities with inspection rights. If the construction of the premises is not yet complete, or if they need alterations, or if the applicant does not yet have a right to occupy them, then an application for a provisional statement will have to be made instead.

Who can make Applications

An application for a Premises Licence can only be made by a person who either holds an Operating Licence authorising him to carry on the activity in respect of which a Premises Licence is sought, OR has made an application for an Operating Licence which has not yet been determined.

Location - This Licensing Authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. As per the Gambling Commission's Guidance for Local Authorities, this Authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. Should any specific policy be decided upon as regards areas where gambling premises should not be located, this statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant showing how potential concerns can be overcome. The Licensing Authority will have regard to: the proximity of other establishments catering for children and vulnerable adults to places where young people congregate. There must however, be a clear evidence link of the impact on one or more of the objectives.

The type of gambling and the size and scale of the gambling premises proposed -

The location of gaming machines and the number of counter positions available for staff to monitor the use of machines at any given time.
The Licensing Authority will have regard for the Code of Practice when

determining the hours of operation. Consideration will also be given to the level of crime and disorder in the given area. Dependant on the area the management of the area outside of the premises may also be a matter for consideration to ensure that the public way is not restricted or hindered by users of the gambling premises.

Duplication with other regulatory regimes - This Licensing Authority will seek to avoid any duplication with other statutory/regulatory systems where possible, including planning. This Authority will not consider whether a licence application is likely to be awarded Planning Permission or Building Regulations approval, in its consideration of it. It will though, listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

Licensing objectives - Premises Licences granted must be reasonably consistent with the licensing objectives. With regard to these objectives, this Licensing Authority has considered the Gambling Commission's Guidance to Local Authorities and some comments are made below.

Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime - This licensing authority is aware that the Gambling Commission [takes](#) a leading role in preventing gambling from being a source of crime. The Gambling Commission's Guidance does however envisage that Licensing Authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Thus, where an area has known high levels of organised crime this Authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of Door Supervisors. This Licensing Authority is aware of the distinction between disorder and nuisance and will consider factors such as whether police assistance was required and how threatening the behaviour was to those who could see it, so as to make that distinction. Issues of nuisance cannot be addressed via the Gambling Act provisions.

In considering licence applications, the Council may, take into account the following:-

1. The design and layout of the premises;
2. The training given to staff in crime prevention measures appropriate to those premises;
3. Physical security features installed in the premises. This may include matters such as the position of cash registers or the standard of CCTV that is installed;
4. Where premises are subject to age restrictions, the procedures in place to conduct age verification checks;
5. The likelihood of any violence, public order or policing problem if the Licence is granted.

Ensuring that gambling is conducted in a fair and open way

This Licensing Authority has noted that the Gambling Commission has stated that it would generally not expect Licensing Authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences. There is however, more of a role with regard to tracks which is explained in more detail in the 'tracks' section below.

Protecting children and other vulnerable persons from being harmed or exploited by gambling - This licensing authority has noted the Gambling Commission's Guidance for Local Authorities states that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at, or are particularly attractive to children). The Licensing Authority will therefore consider, as suggested in the Gambling Commission's Guidance, whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances/machines, segregation of areas etc. Access by children or young persons to those gambling premises which are adult only environments will not be permitted.

This Licensing Authority will also make itself aware of the Codes of Practice which the Gambling Commission issues as regards the licensing objective.

As regards the term “**vulnerable persons**” it is noted that the Gambling Commission is not seeking to offer a definition but states that “it will for regulatory purposes assume that this group includes people who gamble more than they want to; people who gamble beyond their means; and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs ” This licensing authority will consider this licensing objective on a case by case basis. Should a practical definition prove possible in future then this policy statement will be updated with it, by way of a revision.

Conditions - Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

Decisions upon individual conditions will be made on a case by case basis, although there will be a number of measures this Licensing Authority will consider utilising should there be a perceived need, such as the use of supervisors, appropriate signage for adult only areas etc. There are specific comments made in this regard under some of the licence types below. This Licensing Authority will also expect the licence applicant to consider what if any conditions would promote the licensing objectives and to offer his/her own suggestions as to the way in which the licensing objectives can be met effectively. Conditions attached to Premises Licences will, so far as possible, reflect local crime prevention strategies. For example, closed circuit television cameras may be appropriate in certain premises.

This Licensing Authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the

supervision of entrances; segregation of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Gambling Commission's Guidance.

This Authority will consider how best to ensure and will take reasonable steps to ensure that where category C [See table below] or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

These considerations will apply to premises including buildings where multiple premises licences are applicable.

This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this Licensing Authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

It is noted that there are conditions which the Licensing Authority cannot attach to Premises Licences which are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated; and
- conditions in relation to stakes, fees, winning or prizes.

Categories of gaming machines

Section 236 of the Act provides for the Secretary of State to make regulations to define four classes of gaming machine: categories A,B,C and D, with category B to be further divided into sub-categories. The regulations define the classes according to the maximum amount that can be paid for playing the machine and the maximum prize it can deliver. The regulations may also define the classes according to the nature of the gambling for which the machine may be used and the premises where a machine may not be used. The table below sets out the current proposals.

Category of machine	Maximum Stake	Maximum Prize
A	Unlimited	Unlimited
B1	£2	£4.000
B2	£100	£500
B3	£1	£500
B4	£1	£250
C	£1	£70
D	10p or 30p when non-monetary prize	£5 cash or £8 non-monetary prize

Door Supervisors – Casinos and Bingo premises have an exemption from the need to register door supervisors with the SIA, as required by the Private Security Industry Act 2001, by virtue of the Gambling Act 2005 Schedule 16 paragraph 17.

The Gambling Commission advises in its Guidance for Local Authorities that Licensing Authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime. It is noted though that the door supervisors at casinos or bingo premises need not be licensed by the Security Industry Authority (SIA).

For premises other than casinos and bingo premises, operators and Licensing Authorities may decide that supervision of entrances / machines is appropriate for particular cases and consideration will be given as to whether door supervisors need to be SIA licensed or not. The Licensing Authority will not assume that they need to be.

2. Adult Gaming Centres

This Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises.

This Licensing Authority will expect applicants to consider how best to promote the licensing objectives and offer their own measures to meet the licensing objectives. However appropriate measures/licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas

3. (Licensed) Family Entertainment Centres:

This Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas.

This Licensing Authority will expect applicants to consider how best to promote the licensing objectives and what measures they offer to meet the licensing objectives however appropriate measures / licence conditions may cover issues such as:

- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare.
- Measures / training for staff on how to deal with suspected truant school children on the premises

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

This licensing authority will, as per the Gambling Commission's guidance, refer to the Commission's website to see any conditions that apply to operating licences covering the way in which the area containing the category C machines should be delineated. This licensing authority will also make itself aware of any mandatory or default conditions on premises licences, when they have been published.

4 **Casinos**

Proposal for a casino – There are currently no casinos operating within the Borough.

There is no resolution to prohibit casinos in the Borough at present. The Licensing Authority is aware it has the power to do so under Section 166 of the Gambling Act 2005. However the Council reserves the right to review this situation and may, at some time in the future, resolve not to permit casinos.

Should the Council choose to make such a resolution, this will be a resolution of Full Council

Where a no-casinos resolution has been made. potential licence applicants will be notified of such, and that applications for Casino Premises Licences will not be considered. Any applications received will be returned with a notification that a 'no-casino' resolution is in place.

Casinos and competitive bidding - This Licensing Authority is aware that where a Licensing Authority area is enabled to grant a Premises Licence for a new style casino (i.e. the Secretary of State has made such regulations under Section 175 of the Gambling Act 2005) there are likely to be a number of operators which will want to run the casino. In such situations the Local Authority will run a 'competition' under Schedule 9 of the Gambling Act 2005. This Licensing Authority will run such a

competition in line with any regulations / codes of practice issued under the Gambling Act 2005.

Betting machines - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

5. Bingo premises

This Licensing Authority notes that the Gambling Commission's Guidance states:

'18.4 – Licensing Authorities will need to satisfy themselves that bingo can be played in any bingo premises for which they issue a premises licence. This will be a relevant consideration where the operator of an existing bingo premises applies to vary their licence to exclude an area of the existing premises from its ambit and then applies for a new premises licence, or multiple licences, for that or those excluded areas.'

This Authority also notes the Guidance at paragraph 18.8 regarding the unusual circumstances in which the splitting of a pre-existing premises into two adjacent premises might be permitted, and in particular that it is not permissible to locate sixteen category B3 gaming machines in one of the resulting premises, as the gaming machine entitlement for that premises would be exceeded.

It is important that if children are allowed to enter premises licensed for bingo that they do not participate in gambling, other than on category D machines. Where category C or above machines are available in premises to which children are admitted Licensing Authorities should ensure that:

- all such machines are located in an area of the premises separate from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where the machines are located;
- access to the area where the machines are located is supervised;
- the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder; and
- at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

6. Betting premises

Betting machines - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

7. Tracks

This Licensing Authority is aware that tracks may be subject to one or more than one Premises Licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this Licensing Authority will give due consideration to, the impact upon all the third licensing objectives. With regard to the third licensing objective, (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling), this Licensing Authority will consider the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

This Authority will expect the Premises Licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

This Licensing Authority will expect applicants to offer their own measures to meet the licensing objectives however appropriate measures / licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

Gaming machines – [Where the applicant holds a pool betting operating licence and is going to use the entitlement to four gaming machines \(other than category D machines\) should be located in areas from which children are excluded.](#)

Betting machines - This Licensing Authority will, [as per Part 6](#) of the Gambling Commission's Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

Applications and plans –

The Gambling Act 2005 (s51) requires applicants to submit plans of the premises with their application, in order to ensure that the licensing authority has the necessary information to make an informed judgement about whether the premises are fit for gambling. The plan will also be used for the licensing authority to plan future premises activity inspections.

Plans for tracks do not need to be in a particular scale, but should be drawn to scale and should be sufficiently detailed to include the information required by regulations.

Some tracks may be situated on agricultural land where the perimeter is not defined by virtue of an outer wall or fence, such as point to point racetracks. In such instances, where an entry fee is levied, track premises licence holders may erect temporary structures to restrict access to premises.

In the rare cases where the outer perimeter cannot be defined, it is likely that the track in question will not be specifically designed for the frequent holding of sporting events or races. In such cases betting facilities may be better provided through occasional use notices where the boundary premises do not need to be defined.

This authority appreciates that it is sometimes difficult to define the precise location of where betting facilities are provided is not required to be shown on track plans, both by virtue of the fact that betting is permitted anywhere on the premises and because of the difficulties associated with pinpointing exact locations for some types of track. Applicants should provide sufficient information that this Authority can satisfy itself that the plan indicates the main areas where betting might take place. For racecourses in particular, any betting areas subject to the “five times rule” (betting rings) must be indicated on the plan.

8. Travelling Fairs

This licensing authority is responsible for deciding whether, where category d machines and or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than ancillary amusement at the fair is met.

The Licensing Authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

It has been noted that the 27-day statutory maximum for the land being used as a fair, is per calendar year, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This Licensing Authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

9. Provisional Statements

Developers may wish to apply to this authority for provisional statements before entering into a contract to buy or lease property or land to judge whether a development is worth taking forward in light of the need to obtain a premises licence. There is no need for the applicant to hold an operating licence in order to apply for a provisional statement.

S204 of the Gambling Act provides for a person to make an application to the licensing authority for a provisional statement in respect of premises that he or she:

Expects to be constructed
Expects to be altered: or
Expects to acquire a right to occupy.

The process for considering an application for a provisional statement is the same as that for a premises licence application. The applicant is obliged to give notice of the application in the same way as applying for a premises licence. Responsible Authorities and interested parties may make representations and there are rights of appeal.

In contrast to the premises licence application, the applicant does not have to hold or have applied for an operating licence from the Gambling Commission (except in the case of a track) and they do not have to have right to occupy the premises in respect of which their provisional application is made.

In terms of representations about Premises Licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the Authority may refuse the Premises Licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- (a) which could not have been raised by objectors at the provisional licence stage; or
- (b) which is in the Authority's opinion reflect a change in the operator's circumstances.

In addition the authority may refuse the premises licence or grant it on terms different to those attached to the provisional statement only by reference to matters:

Which could not have been raised by objectors at the provisional statement stage

Which the authority's opinion reflect a change in the operators circumstances: or
Where the premises has not been constructed in accordance with the plan and this licensing authority notes that it can discuss any concerns it has with the applicant before making a decision.

PART C

PERMITS / TEMPORARY & OCCASIONAL USE NOTICE

1. **Unlicensed Family Entertainment Centre gaming machine permits (Statement of Principles on Permits - Schedule 10 paragraph 7)**

Where a premises does not hold a Premises Licence but wishes to provide gaming machines, it may apply to the Licensing Authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238).

The Gambling Act 2005 states that a Licensing Authority may prepare a *statement of principles* that they propose to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission under section 25. The Gambling Commission's Guidance for Local Authorities also states: "In their three year licensing policy statement, Licensing Authorities may include a statement of principles that they propose to apply when exercising their functions in considering applications for permits...., Licensing Authorities will want to give weight to child protection issues." (24.6)

Guidance also states: "...An application for a permit may be granted only if the Licensing Authority is satisfied that the premises will be used as an unlicensed FEC, and if the Chief Officer of Police has been consulted on the application....Licensing Authorities might wish to consider asking applications to demonstrate:

- a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs;
- that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act; and
- that staff are trained to have a full understanding of the maximum stakes and prizes. (24.7)

It should be noted that a Licensing Authority cannot attach conditions to this type of permit.

Statement of Principles This Licensing Authority will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards suspected truant school children on the premises, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on / around the premises. This Licensing Authority will also expect, as per Gambling Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

2. (Alcohol) Licensed premises gaming machine permits - (Schedule 13 paragraph 4(1))

There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have 2 gaming machines, of categories C and/or D. The premises merely need to notify the Licensing Authority. The Licensing Authority can remove the automatic authorisation in respect of any particular premises if:

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the Licensing Authority, that a fee has been provided and

that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with);
- the premises are mainly used for gaming; or
- an offence under the Gambling Act has been committed on the premises.

If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and “*such matters as they think relevant.*” This Licensing Authority considers that “such matters” will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harmed or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the Authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also be help. As regards the protection of vulnerable persons applicants may wish to consider the provision of information leaflets / helpline numbers for organisations such as GamCare.

It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.

It should be noted that the Licensing Authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.

It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

3. Prize Gaming Permits - (Statement of Principles on Permits - Schedule 14 paragraph 8 (3))

The Gambling Act 2005 states that a Licensing Authority may “*prepare a statement of principles that they propose to apply in exercising their functions under this Schedule*” which “*may, in particular, specify matters that the Licensing Authority propose to consider in determining the suitability of the applicant for a permit*”.

This Licensing Authority has prepared a **Statement of Principles** which is that the applicant should set out the types of gaming that he or she is intending to offer and that the applicant should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations;
- and that the gaming offered is within the law.

In making its decision on an application for this permit the Licensing Authority does not need to have regard to the licensing objectives but must have regard to any Gambling Commission guidance.

It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the Licensing Authority cannot attach conditions. The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

4. Club Gaming and Club Machines Permits

Members Clubs and Miners' welfare institutes (but not Commercial Clubs) may apply for a Club Gaming Permit or a Clubs Gaming machines permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in forthcoming regulations. A Club Gaming machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D).

Gambling Commission Guidance states: "Members clubs must have at least 25 members and be established and conducted "wholly or mainly" for purposes other than gaming, unless the gaming is permitted by separate regulations. It is anticipated that this will cover bridge and whist clubs, which will replicate the position under the Gaming Act 1968. A members' club must be permanent in nature, not established to make commercial profit, and controlled by its members equally. Examples include working men's clubs, branches of Royal British Legion and clubs with political affiliations."

The Commission Guidance also notes that "Licensing Authorities may only refuse an application on the grounds that:

- (a) the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;

- (b) the applicant's premises are used wholly or mainly by children and/or young persons;
- (c) an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
- (d) a permit held by the applicant has been cancelled in the previous ten years; or
- (e) an objection has been lodged by the Commission or the police.

There is also a 'fast-track' procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). As the Gambling Commission's Guidance for local authorities states: "Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which an Authority can refuse a permit are reduced." and "The grounds on which an application under the process may be refused are:

- (a) that the club is established primarily for gaming, other than gaming prescribed under schedule 12;
- (b) that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
- (c) that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled."

There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

5. Temporary Use Notices

There are a number of statutory limits as regards temporary use notices. Gambling Commission Guidance is noted that "The meaning of "premises" in part 8 of the Act is discussed in Part 7 of this guidance. As with "premises", the definition of "a set of premises" will be a question of fact in the particular circumstances of each notice that is given. In the Act "premises" is defined as including "any place". In considering whether a place falls within the definition of "a set of premises", Licensing Authorities will need to look at, amongst other things, the ownership/occupation and control of the premises...This is a new permission and Licensing Authorities should be ready to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises."

6. Occasional Use Notices:

The Licensing Authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This Licensing Authority will though consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice.

1. Consultees

The Statement of Licensing Policy was subject to formal consultation with:-

1. The Chief Officer of the Metropolitan Police for Haringey;
2. Persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority's area;
3. Persons/bodies who appear to the authority to represent the interests of persons likely to be affected by the exercise of the authority's function under the Gambling Act 2005.

A full list of consultees can be provided on request from the Licensing Team

2 LEGISLATION, POLICIES AND STRATEGIES

2.1 Legislation

In undertaking its licensing function under the Gambling Act 2005, the Council is also bound by other legislation, including:-

1. Section 17 of the Crime and Disorder Act 1988;
2. Human Rights Act 1998;
3. Health and Safety at Work Act 1974;
4. Environmental Protection Act 1990;
5. The Anti-Social Behaviour Act 2003;
6. The Race Relations Act 1976 (as amended);

However, the policy is not intended to duplicate existing legislation and regulation regimes that already place obligations on employers and operators.

2.2 Relationship with Planning Policies

When determining an application, the Licensing Authority cannot take into account "irrelevant matters" such as the likelihood of the applicant obtaining planning permission or building control approval.

An applicant can apply for a "provisional statement" if the building is not complete or if he does not yet have a right to occupy it. Such an application is, however, a separate and distinct process to the granting of planning permission or building control approval.

2.3 National Strategies

The Council will also seek to discharge its responsibilities identified by other Government Strategies, in so far as they impact on the objectives of the licensing function.

.2.4 Local Strategies and Policies

Where appropriate, the Council will consider applications with reference to other adopted local strategies and policies, including the following:-

1. The Council's Community Strategy; 2008-2012
2. The Haringey Safer Communities Strategy: 2009-2012
3. Enforcement Policies.

3 Integrating Strategies

There are many stakeholders involved in the Leisure industry and many are involved in the promotion of the licensing objectives. A number of stakeholders' plans and strategies deal with matters related to the licensing function. Where this is the case, the Council will aim, as far as possible, to co-ordinate them.

The Council considers that where appropriate and in so far as is consistent with the Gambling Act, Guidance and Codes of Practice issued under sections 24 and 25 of the Gambling Act 2005, it is desirable that this Policy complements other relevant plans and strategies aimed at the management of town centres and the night-time economy.

Relevant plans and strategies include:-

- ❖ Crime and Disorder Strategy – The Council will fulfil its duty under section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder in the Borough. As far as possible, licensing decisions will aim to contribute to the targets set in the Crime and Disorder Strategy and conditions attached to licences and certificates will reflect local crime prevention strategies.
- ❖ Safer Communities Strategy

The Community Safety Strategy is committed to tackling the key areas of crime and building prevention initiatives into neighbourhoods. The licensing authority will support the work of the Safer Communities Strategy within the scope of the licensing objectives under the Act
- ❖ Haringey Council – A Community Plan – As far as possible, any licensing decisions will be in line with the aspirations of this community plan.
- ❖ Local Transport Plan – the Council aims to work with the local transport authority and will consider ways in which the public can be dispersed from licensed premises and events so as to avoid disturbance, crime and disorder. The Police will be encouraged to report on matters related to the swift and safe dispersal of people from licensed premises.
- ❖ Racial Equality – The Council is required under race relations legislation to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity and good relations between persons of different racial groups. The impact on these issues of the Gambling Policy will be monitored and amendments will be made as necessary.
- ❖ Domestic Violence Strategy – The Council will ensure consultation to ensure that any correlation between gambling and domestic violence can be detected at the earliest opportunity.

- ❖ Alcohol Strategy – The Council will as far as possible have regard to this strategy and conditions attached to licences and certificates will reflect the key elements of this strategy.
- ❖ Children and Young Persons Strategy – The Council will have regard to the impact on this strategy and the criteria for safeguarding children from becoming addicted.
- ❖ Anti-Poverty Strategy – As far as possible, any licensing decisions will have regard to this strategy. It will support the work of the Anti Poverty Strategy as they are developed within the scope of the licensing objectives under the Act.
- ❖ Human Rights – The Human Rights Act 1998 incorporates the European Convention on Human Rights and makes it unlawful for a local authority to act in a way which is incompatible with a Convention right. The Council will have particular regard to the following relevant provisions of the European Convention on Human Rights:-
 - Article 6 that in the determination of civil rights and obligations, everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law;
 - Article 8 that everyone has the right to respect for his home and private and family life;
 - Article 1 of the First Protocol that every person is entitled to the peaceful enjoyment of his or her possessions, including for example the possession of a licence.
- ❖ Proper integration will be assured by the Licensing Authority's Licensing Committee providing reports, when appropriate, to its Planning Committee on the situation regarding licensed premises in the area, including the general impact of gambling related crime and disorder, to enable the Planning Committee to have regard to such matters when taking its decisions.
- ❖ The Council will ensure that the Licensing Committee receives reports, when appropriate, on the needs of the local tourist economy to ensure that these are reflected in their considerations.
- ❖ Economic Strategies – The Council will ensure that the Licensing Committee is appraised of the employment situation in the area and the need for new investment and employment where appropriate.
- ❖ Enforcement Policy – All licensing enforcement will be conducted in accordance with the Enforcement Concordat, and the Haringey Enforcement Policy.

These links to other corporate strategies will be formulated in detail as a result of the consultation process.

4 DECISION MAKING

4.1 Committee Terms of Reference

A Licensing Sub-Committee of Councillors will sit to hear applications where representations have been received from interested parties and responsible authorities. Ward Councillors will not sit on a Sub-Committee involving an application within their ward.

The Licensing Committee will also sit to determine general licensing matters that have been delegated to it by the full Council that are not associated with the Gambling Act 2005.

Where a Councillor who is a member of the Licensing Committee is making or has made representations regarding a licence on behalf of an interested party, in the interests of good governance they will disqualify themselves from any involvement in the decision making process affecting the licence in question.

The Licensing Sub-Committee will also refer to the Licensing Committee any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

The Licensing Committee will refer to the full Council any matter it is unable to deal with because of the number of its members who are unable to take part in the consideration or discussion of any matter or vote on any question with respect to it.

Every determination of a licensing decision by the Licensing Committee or a Licensing Sub-Committee shall be accompanied by clear, cogent reasons for the decision. The decision and the reasons for that decision will be sent to the applicant and those who have made relevant representations as soon as practicable. A summary of the decision shall also be posted on the Council's website as soon as possible after the decision has been confirmed, where it will form part of the statutory licensing register required to be kept by the Council.

The Council's Licensing Officers will deal with all other licensing applications where either no representations have been received, or where representations are irrelevant, frivolous or vexatious will be made by Council Officers, who will make the decisions on whether representations or applications for licence reviews should be referred to the Licensing Committee or Sub-Committee. Where representations are rejected, the person making that representation will be given written reasons as to why that is the case. There is no right of appeal against a determination that representations are not admissible.

4.2 Allocation of Decision Making Responsibilities

The Council will be involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.

Appreciating the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established a Sub-Committee to deal with them.

Many of the decisions and functions will be purely administrative in nature and the grant of non-contentious applications, including for example those licences and permits where no representations have been made, will be delegated to Council Officers.

The table shown at Appendix A sets out the agreed delegation of decisions and functions to Licensing Committee, Sub-Committee and Officers.

This form of delegation is without prejudice to Officers referring an application to a Sub-Committee or Full Committee if considered appropriate in the circumstances of any particular case.

4.3 Licensing Reviews

The Council will carry out a review of a Premises Licence where it has received a formal application for review in accordance with the Act that is relevant to one of more of the Licensing Objectives and is relevant to the matters listed below,

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

Representations may include issues relating to the following:-

1. Use of licensed premises for the sale and distribution of class A drugs and/or the laundering of the proceeds of drugs crimes;
2. Use of licensed premises for the sale and distribution of illegal firearms;
3. Use of licensed premises for prostitution or the sale of unlawful pornography;
4. Use of licensed premises as a base for organised crime activity;
5. Use of licensed premises for the organisation of racist, homophobic or sexual abuse or attacks;
6. Use of licensed premises for the sale of smuggled tobacco or goods;
7. Use of licensed premises for the sale of stolen goods;
8. Children and/or vulnerable persons being put at risk.

Due consideration will be given to all relevant representations unless they fit the following:-

- (a) The grounds are frivolous;
- (b) The grounds are vexatious;
- (c) The grounds are irrelevant;
- (d) The grounds will not cause the Licensing Authority to revoke or suspend a licence or to remove, amend or attach conditions on the premises licence;

- (d) The grounds will not cause the Licensing Authority to revoke or suspend a licence or to remove, amend or attach conditions on the premises licence;
- (e) The grounds are substantially the same as the grounds cited in a previous application relating to the same premises; or
- (f) The grounds are substantially the same as representations made at the time the application for a premises licence was considered.

A premises licence may also be reviewed by the Licensing Authority of its own volition.

5. LOCAL STANDARDS

5.1 Enforcement

The Council is a signatory to the Enforcement Concordat and will follow the principles set out in it. The concordat is based around the principles of consistency, transparency and proportionality.

The Enforcement Concordat (available upon request) proposes that a graduated response is taken where offences against legislation are found or where licence conditions have been contravened. An isolated administrative offence, such as failing to maintain certain records, may be dealt with by way of a written warning. More serious offences may result in a referral to Sub-Committee, the issue of a Formal Caution or a referral for prosecution.

The Council intends to use appropriate enforcement to promote the licensing objectives. Once licensed, it is essential that premises are monitored to ensure that they are run in accordance with their operating schedules, in compliance with the specific requirements of the Act and in compliance with any licence conditions. It will also be important to monitor the Borough for unlicensed premises.

The Council will seek to work actively with the Police in enforcing licensing legislation and intends to establish protocols with the Metropolitan Police and, Haringey Trading Standards Department and London Fire and Emergency Planning Authority on enforcement issues to ensure an efficient deployment of police and council officers.

6. COMPLAINTS AGAINST LICENSED PREMISES

The Council will investigate complaints against licensed premises in relation to matters relating to the licensing objectives for which it has responsibility. In the first instance, complainants are encouraged to raise the complaint directly with the licence holder or business concerned to seek a local resolution.

Where an interested party has made either a valid representation about licensed premises or a valid application for a licence to be reviewed, the Council may initially arrange a conciliation meeting to address and clarify the issues of concern.

This process will not override the right of any interested party to ask that the licensing committee consider their valid objections, or for any licence holder to decline to participate in a conciliation meeting.

Due consideration will be given to all relevant representations unless they fit the exceptions in 3.3 above.

7 FURTHER INFORMATION

Further information about the Gambling Act 2005, this Statement of Gambling Policy or the application process can be obtained from:-

***Licensing Unit
Commercial and Environmental Protection Group
Enforcement Services
Unit 271, Technopark
Ashley Road, Tottenham, LONDON
N17 9LN***

***Tel: 020 8489 8232 Fax: 020 8489 5528
E-mail: licensing@haringey.gov.uk***

Information is also available from:-

***Gambling Commission
Berkshire House
168-173 High Holborn
LONDON
WC1V 7AA***

***Tel: 020 7306 6219
Website: www.gamblingcommission.gov.uk***

APPENDIX A**TABLE OF DELEGATIONS OF LICENSING FUNCTIONS**

MATTER TO BE DEALT WITH	FULL COUNCIL	SUB-COMMITTEE	OFFICERS
Three year licensing policy	X		
Policy not to permit casinos	X		
Fee Setting - when appropriate			If the Council has any discretion under the Regs, the it will be for officers to propose and for Licensing Committee to approve.
Application for premises licences		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence		Where representations have been received from the Commission	Where no representations received from the Commission
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence			The initial grounds for review will be for officers to validate. Licensing Sub Committee will then hear the review if the grounds are valid under s.198
Application for club gaming /club machine permits		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits			Cancellation of club gaming /machine permits and other permits decisions would be appropriate for officers.
Applications for other permits			Dealt with by officers
Cancellation of licensed premises gaming machine permits			Dealt with by officers

Consideration of temporary use notice			Officers would initially object to applications that did not reach the required criteria
Decision to give a counter notice to a temporary use notice		X	Delegated to officers because of time constraints. In difficult cases the Chair of The Licensing Committee could be consulted.



Agenda item:

[No 1

CABINET

On 17th November 2009

Report Title: **NDC Succession Arrangements**

Report of: **Niall Bolger**

Signed :

Contact Officer : **Geoffrey Ocen**

Wards(s) affected: **Seven Sisters, St Ann's and Tottenham Green**

Report for: **Key Decision**

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

- 1.1.To comply with the legal requirement for approval to be sought for the NDC succession & legacy arrangements to ensure that the successful outcomes are sustained beyond the end of the programme in 2011 in line with Government requirements.
- 1.2.To introduce the Bridge New Deal for Communities (NDC) Succession and legacy arrangements beyond March 2011 which includes the setting up of a company limited by guarantee with charitable status as a successor body.
- 1.3.To request Cabinet to approve proposals for Asset/Funding support for the Bridge Renewal Trust.
- 1.4. To request Cabinet to approve the NDC succession arrangements ahead of the required submission to the Department of Communities and Local Government by 27th November 2009 (a later date by special permission from Government Office for London).

2. Introduction by Cabinet Member (if necessary)

- 2.1. Incorporated into the body of the report.

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

- 3.1. The NDC succession and legacy arrangements involves mainstreaming and joining up of local services, Neighbourhood Plan for the Seven Sisters area and setting up of successor vehicle. All these sub-strategies are designed to sustain improvements and add value across the Council's Plan priorities including health, social care, sports and leisure; education, employment and enterprise and crime, environmental and physical improvements.
- 3.2. The Bridge NDC is represented on the Haringey Strategic Partnership and a number of its second tier structures. This is important in the context of the NDC's succession and legacy work as the Partnership continues to mainstream its projects and lessons learnt. The NDC has carefully contextualised its succession arrangements within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities.
- 3.3. The NDC succession and legacy plans provide a detailed framework and guidelines for sustaining socio-economic and physical improvements in and around the NDC area. This will support the Council's delivery of the Community Strategy, emerging Local Development Framework, Safer Communities Plan, Regeneration Strategy and Greenest Borough Strategy.

4. Recommendations

- 4.1. That Cabinet Members approve the Bridge NDC succession & legacy arrangements as set out in paragraph 7.4 to ensure that the successful outcomes are sustained beyond the end of the programme in 2011 in line with Government requirements. The new entity is to be called The Bridge Renewal Trust ("the Trust").
- 4.2. That Cabinet Members note that the succession and legacy arrangements will be subject to approval by the Department for Communities and Local Government (CLG) and Government Office for London (GOL) before any clawback on the NDC grants is removed.
- 4.3. That Cabinet Members approve the assignment of the Council's Sub Underlease of part of the Laurels Healthy Living Centre to the Trust as detailed in paragraph 7.3.3.
- 4.4. That Cabinet Members:
- 4.4.1 Approve the payment of the annual rent received under the Underlease currently equivalent to £285k annual rent to, the Trust for a period of 10 years as detailed in paragraph 7.3.6. This rental income from the Laurels Healthy Living Centre may go up or down as it is subject to 5 yearly rent reviews and will be used by the Trust to meet the rent, proportional maintenance costs, insurance and service charges and other charges under the Sub Underlease. The

<p>remainder of the rental income will provide core funding for the successor body and ensure it develops into a viable and sustainable charitable organisation.</p> <p>4.4.2 Agree a one-off grant funding from the unspent Laurels income to the Trust SUBJECT TO CLG approval of the NDC succession strategies and provision of a robust and viable business plan for the successor body.</p> <p>4.5 That Cabinet Members</p> <p>4.5.1 Agree that any future repayments of the £1.5m (plus any interest) interim Gap Funding paid back under the Development Agreement dated 2nd August 2007 for the Wards Corner redevelopment is ring fenced in a special Council escrow account and used to address housing needs in the NDC area. The Council will ensure that both The Trust and CLG are consulted on the use of the funds;</p> <p>4.5.2 Members are also asked to agree that any future repayments arising out of the Wards Corner overage arrangements are ring fenced in the Council escrow account and used to address housing needs in the NDC area.</p> <p>4.6 In line with Government requirements, Cabinet Members are requested to provide Council's assurance that all the assets funded wholly or substantially through NDC grant including the Laurels Healthy Living Centre, Triangle Children's Centre and St Ann's Library Hall which are owned by the Council will continue to be used to benefit NDC area residents into the long term.</p> <p>4.7 That Cabinet Members note that the Council has been invited to nominate two representatives to serve as Trustees on the Board of the Trust.</p> <p>4.8 That Cabinet Members agree:</p> <p>4.8.1 To the Council entering into a Funding Agreement with the Bridge Renewal Trust to give effect to recommendations in 4.4.1 and 4.4.2.</p> <p>4.8.2 To delegate to the Director of Urban Environment and the Leader of the Council the sign off of the final Funding Agreement between the Council and the Trust.</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. The NDC succession strategy will only be effective if it has the committed support of Haringey Council as the Accountable Body and main delivery partner for the Bridge NDC programme.</p> <p>5.2. It is a legal requirement for approval of the strategy to be sought from the Council otherwise clawback may not be removed by the Government.</p>
<p>6. Other options considered</p>

6.1. Haringey Council is in a unique position as the Accountable Body for the Bridge NDC programme and therefore the endorsement sought in this report is not relevant of other agencies.

6.2. Transfer of 125 year lease of the Laurels Healthy Living Centre from the Council to the NDC successor body was considered but not taken forward since the successor body is as yet untested and it is too early for the Council to realistically assess its capacity to successfully own and manage the asset.

7. Report

7.1 **Strategic and Legislative Context:** Department for Communities and Local Government (CLG) has issued final guidance (**Appendix 1**) on NDCs' succession planning which requires Seven Sisters (The Bridge) New Deal for Communities programme to submit its plans for approval (by the revised deadline of 27th November 2009).

7.2 For all succession strategies, CLG requires the following documents which, together, should demonstrate that all of the criteria in the guidance are met:

- An overarching succession strategy for the succession area – addressing each of the 8 criteria set by CLG (a maximum of 20 pages plus annexes)
- An asset register and future management strategy
- A comprehensive risk register and management strategy; and
- Business plans for successor organisations

7.3 **Proposals for Asset/Funding support for the “Bridge Renewal Trust”**

(A) Active NDC Assets – Lease Arrangements for the Laurels

7.3.1 The Laurels Healthy Living Centre. The freehold of this building is owned by Circle Thirty Three Homes Limited (“Circle 33”) The centre was opened 1st March 2004. The current leasing arrangements are as follows:

- On 23/02/2004 Circle 33 granted a lease to the Council for a term of 125 years commencing on 25/12/2003 at a rent of £50 pa. The Council paid a premium of £3.85m for the lease which was funded by an NDC grant for that amount in financial year 2003/04 (“Head Lease”).
- On 23/02/2004 the Council granted an underlease to Haringey Teaching Primary Care Trust (“HTPCT”) for a term of 25 years commencing on 25/12/2003 at an initial rent of £285,000 pa (subject to 5 yearly reviews) (“Underlease”).
- On 23/02/2004 the HTPCT granted a sub underlease of parts of the building to the Council for a term of 25 years commencing on 25/12/2003 at an initial rent of £53,580 pa (subject to 5 yearly reviews) (“Sub Underlease”).

7.3.2 Three options for the lease arrangements with respect to the Trust have been considered:

- **Option 1: Assignment of Sub Underlease (25 year lease).** This is equivalent to the existing arrangement and involves the assignment of the Council's Sub Underlease to the NDC successor body, the Trust. This means the Trust will replace the Council as tenant of the parts of the building which is demised under the Sub Underlease. The Trust will be responsible for paying the rent to the HTPCT and all other liabilities. Consents of all landlords are required before the assignment can take place.
- **Option 2: Grant of new Sub Lease (25 year lease) –** This option involves the Council granting a new sub lease to the Trust out of the existing Sub Underlease. Such a lease cannot be for a term longer than the residue of the term remaining under the Council's Sub Underlease. It will allow the Trust to become a sub-tenant. This option does not have any advantage over Option 1 but is more complicated. Consents of all landlords will be required.
- **Option 3: Assignment of HeadLease (125 year lease) -** This arrangement involves the assignment of the Council's 125 year Headlease directly to the Trust. This would be subject to the Underlease and Sub Underlease and will therefore necessitate the assignment of the Sub Underlease to the Trust as in Option 1.

7.3.3 Option 1 (status quo) is recommended as the preferred option. This allows the Council to continue to hold the 125 year Headlease and act as a guarantor of the community asset against any future risks. It is also acknowledged that the Trust is as yet untested and it is too early for the Council to realistically assess its capacity to successfully own and manage the asset. Both the Underlease and Sub Underlease have security of tenure. However the existence of the Sub Underlease depends on the existence of the Underlease. Assuming the HTPCT renews its lease in 2027 for a further 25 years, then the Trust will be able to renew its sub-underlease by the same period. If the HTPCT chooses not to renew its tenancy both the Underlease and Sub Underlease will terminate. The Council as head lessor will seek new tenants for the building in line with the conditions on use allowed in the Head Lease and based on market conditions. The new tenant could be the Bridge Renewal Trust. If no other suitable tenant can be identified, then the Council will grant to the Trust (if this is what is agreed) a new lease. If this happens the Trust would not pay a rent but will take on responsibility for full repair and maintenance and insurance. There will be no rental income.

7.3.4 *It is recommended that Cabinet Members approve the assignment of the Council's Sub Underlease to the Trust. Option 1 would meet CLG Guidance supported by a 'Letter of Comfort' detailing the above principles (see 7.3.3) and signed by Haringey Council's Chief Executive.*

(B) Rental Income from the Laurels – proposed Annual Grant

7.3.5 Rental income from the Laurels: The HTPCT pays a yearly rent of £285,000 to the Council under the Underlease. This has provided an annual income of £285,000 which has been passed on to the NDC programme for re-investment in tackling health inequalities in the NDC area. The NDC pays back approximately £100,000 of this income to the PCT to meet its share of maintenance, insurance and service charges leaving approximately £185,000 per year towards funding for health related projects in the NDC area.

7.3.6 *It is recommended that an annual income equivalent to the annual rent of £285k is provided to the Trust for a period of 10 years. .The payment of this annual income will provide core funding for the successor body and ensure it develops into a viable and sustainable charitable organisation. This would meet CLG Guidance. It is also recognised that this rental income from the Laurels Healthy Living Centre may go up or down subject to rent reviews under the Underlease and the money will be used by the successor body to meet the rent, proportional maintenance costs, insurance and service charges and other charges under the Sub Underlease. The remainder of the rental income will provide core funding for the successor body and ensure it develops into a viable and sustainable charitable organisation. After 10 years of grant funding, there will be an independent review to assess if the rental income under the Underlease should continue to pass to the Trust. The terms of the independent review will be set out and agreed by all parties when the 10 year grant funding agreement is put in place. It is recognised that the grant needs to remain true to its original principles and provide added value alongside statutory provisions in the NDC area.*

(C) Unspent NDC Income from the Investment Programme – Proposed one off grant

7.3.7 The NDC Partnership Board would like to use this funding to assist with delivering the NDC's succession and legacy plans with regards to tackling health inequalities in the NDC area. CLG guidance states that unspent income of up to £500,000 generated during the 10 year programme can be carried over between years without Government approval. This applies to the Laurels carried forward income currently (31st March 2009) standing at £225,000 and will include any unspent income accrued between April 2009 and March 2011. At the end of Year 10 (March 2011 – it is estimated the figure could be £300k-400k), this could be transferred to the successor body once the strategy has been approved by the Council and Government.

7.3.8 *It is recommended that Cabinet members agree to transfer the unspent income from the Laurels to the Trust; this should be SUBJECT TO Council and CLG approval of the NDC succession strategies and provision of a robust and viable business plan for the successor body. This would meet CLG Guidance.*

7.3.8.1 It is also recommended that the award of the annual income from the Laurels and the payment of the one off grant of unspent income should be subject to a funding agreement between the Council and the Trust.

(D) Wards Corner Overage Agreement

7.3.9 The Council as landowner, Housing Authority and accountable body for the Bridge NDC entered into a Development Agreement with Grainger Seven Sisters Limited ("Developer") and Northumberland & Durham Property Trust Limited on 3rd August 2007 for the redevelopment of Wards Corner and to achieve the Council's strategic Regeneration Objectives for Tottenham High Road, the NDC programme area, the core Town Centre area of Seven Sisters and the Planning Development Brief adopted in January 2004. In line with the Development Agreement, The NDC paid Interim Gap Funding to the Developer in the sum of £1,500,000 plus VAT in 2008 ("NDC Gap Funding"). The NDC Gap Funding payments were made against reasonable evidence received from the Developer that it had incurred costs and expenses in the acquisition of part of the land assembly needed for the proposed development. If the development is a success, under certain conditions detailed in the Development Agreement, the Developer shall repay the NDC Gap Funding to the Council in the manner stipulated in the Agreement. Consent provided by the Secretary of State stipulated that such monies must be applied to address housing needs in the NDC area.

7.3.10 The Council is not in a position to pass over any future repayments from the gap funding or the overage arising out of the Wards Corner to the Bridge Renewal Trust. Given the requirement contained in the Consent dated 17th July 2007 given by The Secretary of State to apply the funds to address housing needs in the NDC area, the Council is best placed to meet this need. Additionally, there is lack of information about the capacity of the successor body to deliver the required housing benefits for the community.

7.3.11 It is recommended that Cabinet Members agree that any future repayments arising out of the Wards Corner gap funding or overage arrangements is ring fenced in a special Council escrow account and used to address housing needs in the NDC area and to ensure agreement on spend of such fund by the Council is approved by CLG. The Bridge Renewal Trust will be consulted on the use of funds. This would meet CLG Guidance. It is recognised that the funds should be used to support activity that is "complementary to mainstream delivery" and that the governance and engagement framework established for implementation of the Seven Sisters Neighbourhood Plan should be the key consultation mechanism for use of these funds.

(E) Other Assets Funded by the NDC Investment programme – Assurance from

the Council of ongoing provision

7.3.12 These are detailed in the NDC Asset Register (**Appendix 2.3**). There is agreement between the Council and the NDC Partnership Board that the ownership and management status of the assets funded wholly or substantially through NDC grant (and not dealt with specifically in this report) including for avoidance of doubt the Triangle Children's Centre and St Ann's Library Hall will continue to be owned and managed by the Council. In line with Government requirements, the Council's commitment is sought to ensure that these assets will continue to be used to benefit NDC area residents into the long term. It is recognised that the Management Advisory Boards (MABs) set up by the NDC to assist with the running of the Triangle Children Centre and St Ann's Library Hall will continue into the future and form part of future decision-making processes. Appointees of the Bridge Renewal Trust will be recognised as taking over representation on the MABs from the NDC.

7.3.13 In line with Government requirements, Cabinet Members agree that all the assets funded wholly or substantially through NDC grants including the Laurels Healthy Living Centre, Triangle Children's Centre and St Ann's Library Hall which are still owned by the Council will continue to be used to benefit NDC area residents into the long term. ***The Council is requested to confirm via a suitable legal document that it will honour agreements to maintain the assets and services delivered from them. This would meet CLG guidance.*** For the avoidance of doubt the Council will not be required to replace non-fixed assets when they are no longer fit for purpose.

7.4 Succession Strategies for the NDC area

7.4.1 For all NDC succession strategies, CLG requirements that must be met are contained in **Appendix 1**. In line with the guidance, the following documents, together, should demonstrate that all of the criteria in the guidance are met:

- a) An overarching succession strategy for the succession area – addressing each of the 8 criteria set by CLG (**Appendices 2, 2.1 and 2.2**)
- b) An asset register and future management strategy (**Appendix 2.3**)
- c) A comprehensive risk register and management strategy (**Appendix 2.4**); and
- d) Business plan for successor organisation (**Appendix 2.5a and 2.5b**)

Appendices 3 and 4 provide background information about the NDC programme activities and area of benefit respectively.

7.4.2 Process for assessment and approval of NDC succession strategies: The Bridge NDC succession strategies must be submitted by the revised deadline of 27th November 2009. Government will take up to 6 months to consider and reach a decision. The NDC succession strategy is being endorsed by the Local Authority (both as the Accountable Body and strategic / delivery partner) and

supported by other partners and stakeholders as follows:

- Consideration by Haringey Council's Chief Executive Management Board (25th August 2009)
- Consideration by Cabinet Advisory Board (10th & 17th September 2009 and 15th October 2009)
- Endorsement from Haringey Strategic Partnership Performance Management Group (22nd October 2009)
- Endorsement from Haringey Strategic Partnership (5th November 2009)
- Succession strategy and supporting documents presented to Haringey Council's Cabinet for approval (17th November 2009)
- Succession strategy must be signed by NDC Chair, NDC Director and Haringey Council's Chief Executive (24th November 2009)
- Succession strategy and supporting documents submitted to GOL and CLG (27th November 2009)

7.4.3 The Bridge Renewal Trust Update. The Bridge Renewal Trust was incorporated as a company limited by guarantee (company number 6949568) on 1st July 2009 with three initial Directors nominated by the NDC Partnership Board, namely: Lorne Horsford, Rachel Hughes and Yvonne Denny. Progress is underway to establish an expanded and robust governance arrangement comprised of 10 Members/Trustees. The following Nominating Organisations are being asked to provide nominations as follows: London Borough of Haringey (2 representatives), PCT/NHS Haringey (1) and The Mental Health Trust (1). This will be followed by a skill audit to assess existing skills on the Board and determine skill gaps that will inform the appointment of the final 3 Members. The Bridge Renewal Trust has successfully applied for charity status and it has been entered in the Register of Charities under charity registration number 1131941.

7.4.4 *It is recommended that Cabinet Members note that the Council has been invited to nominate two representatives to serve as Trustees on the Board of the Trust.*

7.4.5 *It is recommended that Cabinet Members endorse the overall NDC succession and legacy arrangements outlined in the report subject to relevant comments as appropriate.*

8. Chief Financial Officer Comments

8.1. The Bridge NDC activities have been fully funded from external grant from the Department of Communities and Local Government. Appendix 1 is final guidance from the Department and Local Government (CLG) for NDC's and local authorities involved in developing and implementing succession planning. Appendix 2 and its supporting papers are the documents required to demonstrate that all of the criteria in the guidance are met.

8.2. The Government's key policy aims for succession strategies are that they must:

- Demonstrate clearly how the improvements made within the NDC area will be sustained beyond Government funding and into the long term (at least 5-10 years). Particular requirements are that:

Outcomes to be delivered are aligned with Local Area Agreements (LAA) outcomes and other local priorities;

The community continues to be empowered and the community leadership established is continued.

- Ensure assets generated by the NDC grant are safeguarded to continue to benefit the NDC area residents into the long term.
- Financially viable, including the financial viability of any successor body.

8.3. The Laurels Centre has provided an annual income of £285k which has been passed to the NDC programme for re-investment in tackling health inequalities in the NDC area. Continuation of this income for 10 years will provide the main source of funding to the successor body and ensure that the successor body develops into a viable and sustainable organisation.

8.3. The Cabinet is also asked formally to agree to transfer the unspent Laurels income to the NDC successor body, again subject to a number of conditions. Cabinet has already agreed to carry forward the unspent income from previous years totalling £225,000 into 2009/10 to assist with meeting commitments under the succession and legacy arrangements. It is estimated that additional unspent income of £123k will be generated in 2009/10, giving a total of £348k by March 2010; as this is below £500k this sum can be carried forward to 2010/11 without Government approval for payment to the successor body in March 2011.

8.4. The expected financial position for the successor body is shown in Paragraph 13.3 below.

9. Head of Legal Services Comments

9.1. As stated in paragraph 7.1 of this Report CLG has issued final guidance ("the guidance") which requires the Bridge NDC to submit its plans for a succession strategy to CLG for approval by the revised deadline of 27th November 2009. In order to avoid the risk of clawback of NDC grant it is very important that the succession strategy is acceptable to CLG. Therefore it will be necessary to be able demonstrate that improvements made in the NDC area will be sustained into the long term. In particular the succession plans will need to ensure that assets generated by the NDC grant are safeguarded to continue to benefit the residents of the NDC area.

9.2 (A) Laurels Lease: The report sets out the options that have been considered

for the lease arrangements for the Laurels Health Living Centre. Option 1 is recommended as the preferred option. Under this option the Council would retain the headlease (subject to the underlease with the HTPCT) but will assign its interest in the Sub Underlease to the Trust. There should not be a problem with the Council retaining the headlease as the guidance identifies local authorities as acceptable bodies to own and manage NDC assets.

9.2.1 The report states that Option 1 is equivalent to the existing lease arrangements. However there is a key difference in that Option 1 will require an assignment of the existing 25 year sub-tenancy from the Council to the successor body. This assignment will need to comply with any conditions with respect to assignment and sub-letting set out in the Sub Underlease. It will also need to comply with any conditions relating to assignment or subletting set out in the Headlease and the Underlease.

The assignment is a disposal and there is a statutory obligation on the Council to obtain best consideration. It is not proposed that the Trust pay any premium for the Sub Underlease, and as the market value of the Council's interest is nil, disposal at an undervalue is not an issue.

9.3(B) Rental Income: Members are requested to approve the award to the Trust of the annual income received from the Underlease of the Laurels. This sum is currently £285k per year. This figure may go up or down subject to the 5 yearly rent reviews. It is advisable that the payment of the annual income should be subject to conditions set out in a Funding Agreement. As the Trust is a registered charity it will be subject to regulation by the Charity Commission. In view of this it may be sufficient to stipulate in the Funding Agreement that the funding must be deployed in accordance with the Trust's Objects as set out in the Memorandum. The Objects provide that the Trust will operate for the benefit of the residents in and around the Seven Sisters area of South Tottenham. This is known as an asset 'lock in'. The deployment of the assets in this way is in line with Government guidance.

9.4(C) Unspent Income: The guidance provides that unspent income can be carried over up to a maximum of £500,000. There is currently £225,000 of carried forward income from the Laurels – it could end up at a figure of £300-400k. It is proposed that this unspent income should be transferred to the Trust as a one off grant the exact amount of which will be determined at the time of payment. The payment of this grant should also be subject to a Funding Agreement along the lines referred to in paragraph 9.3 above.

9.5 (D) Wards Corner Interim Gap Funding and Overage Agreement:

9.5.1 Members are requested to agree that any future repayments of the £1.5 million (plus any interest) NDC Gap Funding repaid to the Council under the Wards Corner Development Agreement should be ring fenced in a special Council escrow account and used to address housing needs in the NDC area.

The Council will consult with the Trust and CLG to ensure that it is spent in accordance with CLG guidelines. This is intended to avoid the risk of clawback by the Government. This is important as £1.5 million of the Interim Gap Funding paid to the Developer under the Wards Corner Development Agreement has come from NDC funds.

9.5.2 Members are also asked to agree that any future repayments arising out of the Wards Corner overage arrangements are ring fenced and paid into the Council escrow account and used to address housing needs in the NDC area. As with the arrangements outlined in paragraph 9.5.1 the Council will consult with the Trust and CLG to ensure these funds are spent in accordance with CLG guidelines.

9.6 (E) Other Assets: The Report refers to other assets funded from the NDC grant. These assets include the Triangle Children's Centre and St Ann's Library Hall. It is recommended that these assets should continue to be owned and managed by the Council. In principle there should not be a problem with this approach provided these assets continue to be used for the benefit of the NDC area. However it should be made clear that the Council will not be responsible for replacing non-fixed assets when they are no longer fit for purpose.

9.7 Council nominees as Trustees of the Bridge Renewal Trust: Under the Trust's Articles of Association the Council has the right to nominate two representatives to serve as Trustees on the Trust's Board. This right is entrenched under the Articles. The Articles also provide that Council nominated Trustees can be removed by the Council. In order to ensure that the Council nominated Trustees can be indemnified by the Council they will need to be nominated at a meeting of the full Council.

9.8 Independence of the Trust from the Council: Members should be aware that in accordance with the requirements of the Charity Commission the Trust will need to be able to demonstrate a sufficient degree of independence from the Council. In view of this the Council nominees to the Trust's Board will need to act in the best interests of the Trust and must not view their role as being representatives of the Council. This is also a requirement under general company law.

9.9 Local Authority Companies: Members will also need to bear in mind the law affecting Local Authority Companies as it will be important to ensure that the Trust is not deemed to be a Local Authority Company. This is a complex area of the law. Broadly speaking if a local authority holds more than 50% of the voting rights it will be classified as a controlled company and therefore deemed to be a local authority company. If the authority holds between 20% and 50% of the voting rights it may be deemed to be influenced by the authority and will could be considered a local authority company if certain tests are met. The easiest way to avoid this risk is to ensure that the Council is never in a position to exercise 20% or more of the voting rights. This could be done by inserting a provision into the

Trust's Articles of Association to the effect that the Council's voting rights should never exceed 19.9%. It is understood that the Trust's legal advisors, Russell Cooke have also recommended adopting this approach.

9.10 As this is a key decision the Client has confirmed that this has been included in the Forward Plan.

9.11 Subject to the considerations outlined above the Head of Legal Services sees no legal reasons preventing Members from approving the recommendations in the report.

10. Head of Corporate Properties Services Comments

10.1 The Bridge Seven Sisters NDC is a central government funded programme without a specific statutory basis operated by the government under Crown prerogative for a period of 10 years. The programme ends in March 2011.

10.2 The Laurels

10.2.1 The property ownership structure

The Council used NDC grant to purchase a head lease from Circle Anglia for a figure of £3.85 million in 2003 for GF and FF, 256 St Ann's Road, Wood Green N15 known as the Laurels Healthy Living Centre. The property is held under the terms of a 125 year lease from 25/12/2003 subject to a ground rent of £50.

The Council have in turn granted an under lease from 25/12/2003 for 25 years for the whole of the property to the HTPCT at a rent of £285,000.p.a

The HTPCT subsequently granted a sub under lease to the Council for 25 years for £58500 for part of the premises and have remained in occupation for the remaining part. All leases are on full repairing and insuring obligations and reflect each other in terms of use. Any assignments must be to a NHS body, GP or Community User.

The Council is now looking to assign its interest in the sub-under lease to the NDC's successor body for £1 as detailed in option 1 of the report.

10.2.2 Valuation

If the Council's interest were to be sold on the open market then it would be unlikely that there would be much interest in it being acquired due to the restrictive user clause within the sub under lease as well as the difficulties in letting such properties in the recession. There is as such no value to the Council.

The transfer of the residue sub-under lease would be at a value of £1 and this would reflect the present market conditions and the present physical condition of the building.

10.2.3 Lease Obligations.

Presently under the sub-lease, the Council bears the full repairing and insuring obligation for the property, and is responsible for the repairs of the building. If an assignment of the lease were to proceed, and in view of the Council's repairing liability, the Council will need to prepare a schedule of dilapidation and wants of repair for the property with the cost of works. This schedule will need to be incorporated into the Licence to Assign and the NDC successor will need to undertake to carry out all outstanding repairs thus absolving the Council from its repairing liabilities within this sub -under lease.

The Council will need to arrange for a schedule of dilapidations to be undertaken prior to the proposed assignment so all repairing costs are transparent so as to avoid any subsequent areas of dispute. This figure can be reported to committee. The NDC will need to agree to undertake repairs as a condition of this proposed assignment

The proposed assignment between the Council and the NDC successor body will need to ensure that all liabilities are transferred to the successor body and there are no financial liabilities on the Council

An assignment of the sub-under lease to a successor body must ensure that there are adequate legal safeguards of the building to ensure that it remains beneficial to the community and any future sale of the lease should be subject to government consent

10.2.4 Assignment

The consents of all landlords under the leasing arrangements apart from the Council are needed for the assignment.

10.3 Wards Corner

The Head of Property Services is in agreement with the comments put forward by the Head of Legal Services.

10.4 Other Property Interests

It is noted that the other NDC funded buildings, i.e. The Triangle, St Ann's Road and St Ann's Library Hall will remain in the Council's Asset register and therefore no changes will be required.

11. Equalities & Community Cohesion Comments

11.1. The NDC succession strategies are aimed at ensuring ongoing active empowerment and engagement of communities in the Seven Sisters area after the NDC programme ends. The strategies include The NDC Community Empowerment Plan which is closely linked to Haringey Council's Community Empowerment Framework and also seeks to implement Haringey Council's equality policies.

12. Consultation

12.1 The Bridge NDC is a community based programme with a local resident majority led Partnership Board. The Resident Board Members act as a consultative body on behalf of the community.

12.2 Consultations with residents and key partners including Council Departments, NHS Haringey, The Mental Health Trust, The Metropolitan Police, HAVCO, Jobcentre Plus, and North London Business have informed the development of the NDC succession strategies.

12.3 MORI undertook a Household Survey of over 400 residents in November 2008 and the findings have informed the longer term priorities set out in the succession arrangements

13. Service Financial Comments

13.1. The Bridge NDC activities have been fully funded from external grant from the Department of Communities and Local Government.

13.2. The NDC Partnership Board that has been responsible for the strategic operations of the NDC programme adopted the strategy of ensuring that the NDC successor body would be fully supported, particularly in the early years, to ensure that it is viable and sustainable. To this end, The Partnership Board agreed a number of initiatives including transfer of income from NDC investments, namely: The Laurels unspent income estimated at £348k (by the March 2010), Laurels long term lease and associated annual rental income and future overage payments from the Wards Corner project.

13.3. The NDC partnership has developed a 5 year detailed financial plan with forecast for years 6 to 10 for the NDC successor body (**Appendix 2.5a**). The expected income and expenditure position of the Trust for the first 5 years is summarised in the table below. This demonstrates that the Trust is expected to be financially stable.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TOTAL INCOME	£555,000	£432,000	£509,700	£512,889	£551,663	£2,561,252
TOTAL EXPENDITURE	£358,706	£417,830	£495,092	£504,994	£546,544	£2,323,165
RETAINED NET SURPLUS/CONTINGENCY	£196,294	£14,171	£14,608	£7,895	£5,120	£238,087

14. Use of appendices /Tables and photographs

14.1. Appendix 1 – DCLG Programme Note 44 - sustaining the benefits and improvements in NDC areas: guidance on requirements for succession strategies and the approval process.

14.2. Appendix 2 – NDC Draft Overarching Succession Strategy

14.3. Appendix 2.1 – Forward Plan

14.4. Appendix 2.2 – NDC Draft Community Empowerment Plan

14.5. Appendix 2.3 – NDC Asset Register and Future management strategy

- 14.6. Appendix 2.4 - Risk Register and Management Strategy
- 14.7. Appendix 2.5a – Business Plan for The Bridge Renewal Trust
- 14.8. Appendix 2.5b - Memorandum & Articles of Association of The Bridge Renewal Trust (NDC successor body)
- 14.9. Appendix 3 – NDC Overview of the NDC programme
- 14.10. Appendix 4 – NDC Map Sheet

15. Local Government (Access to Information) Act 1985

- 15.1. DCLG Programme Note 44 - sustaining the benefits and improvements in NDC areas: guidance on requirements for succession strategies and the approval process.
- 15.2. DCLG Programme Note 44(a) - sustaining the benefits and improvements in NDC areas: addendum to the guidance on requirements for succession strategies and the approval process, May 2009.
- 15.3. Development Agreement in respect of Wards Corner, Seven Sisters, London Borough of Haringey

Appendix 1

December 2008

PROGRAMME NOTE 44

SUSTAINING THE BENEFITS AND IMPROVEMENTS IN NDC AREAS: GUIDANCE ON REQUIREMENTS FOR SUCCESSION STRATEGIES AND THE APPROVAL PROCESS

This guidance is for NDCs, Accountable Bodies, Local Authorities and the other partners involved in developing and implementing succession planning.

Introduction

1. The NDC programme has been a valuable part of the Government's efforts on Neighbourhood Renewal. There have been many successes. This programme note sets out the approach we are taking to secure the success and the benefits for the NDC communities into the long term. It is also our aim that the experience gained, lessons learned and best practice developed should inform and influence the way in which Local Authorities and others tackle the needs of deprived communities in the future. The NDCs have been working towards this, and are at varying stages of development.
2. For the purpose of this programme note, "Government" means Communities and Local Government (CLG), Government Offices and HM Treasury, who all have a role in assessing and / or approving the succession strategies.
3. Government is committed to supporting sustainability of improvement within NDC areas and has put in place a programme of work to do this, including:
 - This guidance on the requirements for succession strategies; and clarifying issues outstanding on the rules around succession strategies;
 - Facilitating support for NDCs and Accountable Bodies to develop succession strategies; and
 - Assessing, negotiating and approving succession strategies; Government will assess the strategies on a case by case basis and approve if content.
4. But this will only be successful if local partners work together. Government recognises that what works for one NDC area may not work for another. This guidance gives a framework within which succession strategies must be prepared. It intends to support improvements being sustained and continued within the area, in a way that is consistent with local priorities, strategies and delivery mechanisms. Any succession strategy will only be effective if it has the committed support of local partner agencies, including, but not only, the local authority. To that end, Government will be seeking evidence of this local commitment in approving each strategy.

5. It is important that we recognise that reaching long term sustainability will require a process of transition. It is important that implementation is able to continue following the framework set out in this guidance. However, approval of succession plans will not happen until the strategy is complete and Government is satisfied that all conditions are met.

Contents of this guidance

6. This guidance sets out:
 - (a) The policy aims for succession strategies (page 3);
 - (b) Clarification of outstanding issues around succession (pages 4-7);
 - (c) The criteria Government will use to assess the NDC succession strategies (pages 8-10);
 - (d) The documents required to enable Government to assess and approve the succession strategies and the assumptions to be made for business planning (pages 11-15);
 - (e) The process for assessment and approval of NDC succession strategies including the timescales for doing this (page 16); and
 - (f) A summary of the available support arrangements which can help development of succession strategies (page 17).
7. This programme note (PN) complements guidance provided in 2002 (PN 7) and 2006 (PNs 34 and 38) regarding succession. Some financial aspects are also covered in financial guidance (PN 40) and the Funding Agreement Letter. This guidance supplements the previous PNs, but these PNs remain current and the guidance contained in them should be followed except where explicitly superseded by this programme note, for example please refer to paragraph 16 for an update on Community Benefit Societies.
8. It must be recognised that the context for planning succession strategies has changed since the preparation of earlier guidance. The current pressures on Government finances are likely to have an impact on any possibility of the availability of additional financial support. Please note in particular that it is likely to be extremely difficult to gain approval for endowments.

Section A - Policy aims for succession strategies

9. Previous guidance has explained that the purpose of succession strategies is to plan and explain how the improvement made in the NDC areas will be sustained beyond the 10 year Government funding and into the long term and how assets will be maintained, thereby sustaining and building on the improvements and benefits made in the area and protecting the investment made.
10. By the end of the programme, Government will have provided grant funding for the 39 NDCs for a period of ten years. The budgets for 2008-09, 2009-10 and 2010-11 were allocated on the basis that all NDCs must develop succession strategies. Government's key policy aims for succession strategies are that they must:
 - Demonstrate clearly how the improvements made within the NDC area will be sustained beyond Government funding and into the long term (at least 5-10 years). Particular requirements are that:
 - outcomes to be delivered are aligned with Local Area Agreements (LAA) outcomes and other local priorities;
 - the community continues to be empowered and the community leadership established is continued
 - Ensure assets generated by the NDC grant are safeguarded to continue to benefit the NDC area residents into the long term.
 - Financially viable, including the financial viability of any successor body. See paragraphs 61-65 for more detail.
11. We want succession strategies to be clearly placed in the context of the local delivery landscape clearly showing the contribution they will make to the LAA and other local strategies. Agreement from local partners will be needed. NDCs already work in partnerships with local authorities and other strategic and delivery partners, and this is an important factor in improving neighbourhoods. It is important that key partners are involved in the development of the area's strategy and also working together to deliver improvements for the area, for example, by making use of the Local Strategic Partnership (LSP).

Section B – Clarifying outstanding issues around succession

12. This section updates and clarifies previous Government guidance.

Area of benefit / area of activity

13. The area of benefit is the area covered by the succession strategy. We expect that this will predominantly be the NDC area, and your strategy will need to set out the reason for any variation to the original area. This area should be defined in the Objects, or appropriate part of the constitution of the successor body on registration, and in its succession strategy. Any changes in the future would have to be approved by the relevant regulator.

14. However, some organisations and / or activities may operate in a wider area – the “area of activity”. This is acceptable as long as the proceeds from these activities are ploughed back into the area of benefit. Once again, the ‘area of activity’ should be defined in the constitution of the successor body.

Ownership of assets – successor vehicles

15. 2006 guidance (PNs 34 and 38) identified the following types of organisations as acceptable to own and manage assets funded with NDC grant:

- a. Local Authorities
- b. Companies limited by Guarantee which have charitable status
- c. Community Interest Companies as asset owning successor bodies
- d. Community Benefit Societies registered under the Industrial and Provident Societies Act 1965 which have an asset lock (but note paragraph 19 below).

if they have been registered as such organisations by the regulators.

16. **However option d (Community Benefit Societies) is subject to further consideration.** In the draft guidance we had proposed to exclude these. We are now investigating further before a final decision can be made. We suggest you do not develop a Community Benefit Society until a final decision is taken and further guidance issued.

17. We are encouraged that a number of NDCs have set up Co-operatives and Development Trusts, but these do not in themselves constitute a legal status in which to own assets. To do this, they will need to follow our guidance at paragraphs 15 – 23 and register as one of the acceptable successor vehicles which can own assets. Further advice on the powers and duties of such bodies regarding issues such as ownership of assets can be obtained from the relevant Regulators.

18. Our primary aim when considering appropriate ownership of assets is that assets and initiatives funded from the NDC grant continue to be used for the community in similarly innovative ways, and that the assets should always be maintained and used for the benefit of the community. In respect of the assets themselves, previous guidance has explained this as ‘locking in assets’ by means of regulation by the Charity

Commission or Community Interest Company Regulator and/or Companies House. Our guidance explains that Government would prefer to lock in assets by this method than maintain clawback, where the necessary criteria can be met. For example, an NDC successor body established as a charitable company is regulated by the Charity Commission and Companies House; a community interest company (CIC) is regulated by the CIC Regulator and Companies House.

19. 2006 guidance (PN 34 and 38) explained that these methods of 'locking in assets' allow successor organisations to make the best use of their assets to meet local needs, keeping in mind the ultimate charitable or community benefit purpose, defined in more detail in the organisation's Objects. In addition, such a regulatory regime allows changes of use of assets where these best meet local needs. Ultimately, in the unlikely event of organisational failure, these regulatory bodies will be appropriately placed to step in to safeguard the assets so that they continue to be used for the benefit of the relevant community.
20. Regulation by the Charity Commission will help to ensure that the successor body only undertakes those activities that are within its Objects (which should be to continue the benefits for the community in the NDC area). In extreme cases of misuse of charitable assets or funds the regulator has power to ensure that assets are protected by, for example, transferring them to a suitable local organisation.
21. The CIC Regulator ensures that the CIC satisfies and continues to satisfy the community interest test; has a statutory asset lock in its constitution to ensure that the assets of the CIC are used for the benefit of the community it serves; and if it has community interest objects it is carrying out activities in pursuit of those objects. The CIC Regulator has the power to intervene where they consider a CIC's activities are giving serious cause for concern and action is needed to maintain confidence in CICs generally, for example, by appointing or removing directors or protecting the property of the CIC.
22. In deciding whether a successor body is appropriate for your NDC area and if so, which sort, you will need to consider for example stamp duty and capital gains tax and other implications set out in PNs 7, 34, 38 and 40.
23. The Companies Act of 2006 will of course apply to all successor bodies established as companies and you will need to consider the implications of this.

Removal of Clawback

24. Government will consider on a case by case basis whether we can and should remove clawback.
25. Details of the assumptions to make regarding clawback are set out in paragraph 62-65 of this guidance. It is to be assumed for business planning purposes that clawback will be removed at the start of the succession period. However, it must be understood that this is to advance the business planning process only. No actual decision can

be made at this point, as all decisions on lifting clawback will be subject to consideration within Government on a case by case basis for each area. Once each business plan has been submitted, we will revisit the issue of clawback with each NDC subject to the outcome of such consideration.

NDCs becoming their own Accountable Bodies while NDC grant funding is still being paid

26. Some NDCs have asked if they can become their own Accountable Body. To date we have dealt with these requests on a case by case basis and none have been approved. There are difficult legal and financial implications raised by this option. In addition the direct monitoring relationship which would result between central Government and any NDC Accountable body would be inconsistent with Government policy which aims to delegate delivery and monitoring to the level of the local authority area wherever possible. Furthermore, any change would not be effective for more than one year before succession arrangements come in to action, making the effort put in to establish these arrangements disproportionate. Therefore, NDCs will not be able to become their own Accountable Bodies before the end of NDC funding. The Accountable Body will continue to remain accountable until such time as clawback is removed.

Payments

27. Where capital projects are completed in year 10 they should be accounted for in year 10, even in cases where the money physically leaves the account in year 11. For example, for a building which is completed in year 10, but whose “capital defects period” extends into year 11, it is acceptable to account for the spend in year 10. Spending is accounted for in the year that the asset becomes available for use.
28. Certain functions are required after the completion of year 10, such as the closure of accounts and the submission of the Statement of Grant Usage. These will continue to be undertaken by the Accountable Body.

Assets

29. As previous PNs have stated, assets can only be acquired with NDC grant where it meets a regeneration need within the delivery plan. Assets can generate income both during the 10 year grant funded period and into the long term. For some areas, assets will constitute a key element of the succession strategy.
30. An asset is anything created with capital grant funding, regardless of the value, and should be recorded in the asset register.

Funding development of succession strategies

31. It is an eligible use of NDC grant to fund NDC activities which support the development of succession strategies, where included in the delivery plan.

State Aid

32. Government will assess any State Aid implications of the succession strategies, but you will need to have satisfied yourself of any issues and highlight them for us.

Section C - Criteria for assessment of NDC succession strategies

33. This section sets out the criteria against which Government will assess the NDC succession strategies business cases, together with a brief explanation of each. This assessment is consistent with the Treasury Green Book. All criteria must be met.
34. We envisage that most of the NDC areas' succession strategies will contain a combination of a) activities / assets being mainstreamed (by local authority or other local partner) and b) activities/projects taken forward by one or more successor organisations.
35. We will assess all succession strategies on the following criteria. In addition, for those whose succession strategies include successor organisation(s) playing a role, we will assess against criterion 8 outlined below:

Criterion 1: The outcomes to be delivered are appropriate for the NDC area and the community it serves.

36. The purpose of NDC succession is to maintain the improvements in the NDC areas beyond the 10 year Government funding. The succession strategy needs to set out how these improvements are to be sustained by means of the plan to be undertaken in the area and the target outcomes to be delivered from all of the activities that plan to be undertaken in the area, regardless of which organisation delivers it. The plan will need to demonstrate an appropriate contribution to delivering the local priorities as set out in the LAA and other strategies such as the sustainable communities plan. This should be linked up to any partner targets or improvement plans that are relevant, for example the LSP's.

Criterion 2: The community continues to be empowered and community leaders are supported

37. Community empowerment is a key area of Government policy, supported by the Community Empowerment White Paper. As a result, the community should still be significantly involved in the future work of the NDC area. This covers a broad spectrum of activity, for example, at one end of the spectrum there is better information for residents, greater involvement in the area and trust in public agencies, through to development and support of community leaders; Resident Company Directors; and participatory budgeting.
38. The succession strategy should set out how the NDC community will continue to be empowered, and what role they will play in the new arrangements. This will also need to explain the type and depth of engagement which can be expected. This should be set in the broader context of the local authority's empowerment agenda.

Criterion 3: An agreed split of responsibilities in continuing NDC activities/projects/services (between any successor body, the Local Authority, LSPs and other partners).

39. Planning for succession requires all partners e.g. Police, PCTs, Education Authorities, Jobcentre Plus to agree what activities will be undertaken in the area and by which organisation. We will need evidence that there has been appropriate analysis of ongoing NDC activities and projects in terms of how best the improvements can be sustained. This should set out:
- a. which activities should
 - i. continue;
 - ii. be discontinued; and
 - iii. be started.
 - b. the options and proposals for delivering those to be undertaken; i.e.:
 - i. mainstreamed by Local Authority;
 - ii. mainstreamed by another local delivery partner;
 - iii. taken forward by an NDC successor organisation; and
 - iv. taken forward by another organisation

Criterion 4: The NDC's assets are safeguarded into the long term

40. The succession strategy will need to satisfy Government that the assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community.
41. If a successor body is proposed, paragraphs 15-23 set out the acceptable organisations to own NDC grant funded assets. In order for Government to be content for the assets to be transferred to a successor body, this must have Objects consistent with those of the NDC whose activity it is to sustain. We will be assessing this through analysis of the Objects, Memorandum and Articles of Association, and succession plans of the organisation. It must also have a robust business plan for managing and maintaining the assets and have experience of doing so successfully or assistance from a partner with such experience.

Criterion 5: Governance arrangements support the objectives of the succession plans

42. Government needs to be satisfied there are appropriate Governance arrangements which will support the delivery of the succession strategy. We require evidence of mutually supportive roles between the Local Authority, other delivery partners and the successor body(s), together with an explanation of how these partners will interrelate into the long term. This must be agreed by all parties and also demonstrate how partners will work together in the future to monitor delivery and refine the strategy as necessary. Transitional arrangements afford the opportunity to "road test" these.

43. Specifically for any successor organisations - we also will want to see that organisational structures and governance are robust and Objects are appropriate. This should include the proposed composition of the Board; the Board members' mix of skills against the identified skills needed; details on how the Board will be selected and appointed.

Criterion 6: The risks to the succession strategy have been properly identified and are being actively managed

44. The succession strategy must include a completed template setting out what risks have been identified to its implementation; the likelihood of these risks materialising; their potential impact; and the planned management and mitigation strategy. This should include assessment of all risks to delivery, for example, assumptions made, availability of finance, governance, local priorities changing etc.
45. Where a successor organisation(s) is being established, we require a separate risk register and management strategy for each organisation to ensure the assets will be managed appropriately.

Criterion 7: The strategy must be agreed by the Local Authority/ Accountable Body and supported by local partners

46. The Department requires that the succession strategy has been developed and agreed by the NDC Partnership and the Local Authority (both as the Accountable Body and strategic / delivery partner) and supported by other partners and stakeholders such as the PCT, Education Authorities etc). It must be signed off by both the NDC (Chair and Chief Executive) and the Local Authority's Chief Executive. Where the NDC has a Housing Association Accountable Body, we would expect the Housing Association and Local Authority both to approve the succession strategy.

Additional criterion for those NDCs choosing to have successor bodies

Criterion 8: The successor vehicle must be financially independent into the long term

47. We require a business plan for each successor body. This must demonstrate the successor body's contribution to each of the criteria 1-7 detailed above, as well as this criterion.
48. From the start, for those succession strategies that include a successor vehicle(s), we require there to be a business plan which includes a detailed plan of activities and financial plan for year 1, an outline 5 year plan and an explanation of projected plans for years 6-10. More detail on the contents of the business plans can be found from paragraph 59 onwards.

Section D – Documents required to assess succession strategies and the assumptions to be made in business planning

49. We require that both the NDC and Local Authority Chief Executive agree the succession strategy and all documents listed below before they are submitted for approval to Government. The Local Authority should be involved in the development of the succession strategy and must be content with the final submitted strategy. This is under its dual role as the NDC's Accountable Body (in most NDCs) which is accountable for the use of NDC grant and therefore assets, and the strategic and delivery partner. This will require engagement with both financial and community development/regeneration functions within the council. We can facilitate appropriate support as far as our powers allow to help this process.
50. When the Accountable Body is a Housing Association, agreement of the succession strategy should be made both by the Accountable Body and the Local Authority (as a strategic and delivery partner).
51. Other relevant partners such as the PCTs, Education Authorities should also be involved where applicable demonstrating their contribution to, and level of involvement in the succession strategy and activities of the successor vehicle(s). This will inform Government's assessment of the succession strategy and business plan.

Required documents

52. For all succession strategies, we require the following documents which, together, should demonstrate that all of the criteria in this guidance are met:
 - a. An overarching succession strategy for the succession area – addressing each of the criteria (a maximum of 20 pages plus annexes) see paragraph 53.
 - b. An asset register and future management strategy see paragraphs 54-57;
 - c. A comprehensive risk register and management strategy; and
 - d. Business plans for successor organisations see paragraphs 59 onwards.

Succession Strategy

53. As outlined in paragraph 33-35 all NDCs will be required to provide an overarching succession strategy addressing each of the criteria. The criteria this should cover are:
 - Criterion 1 – The outcomes to be delivered are appropriate for the NDC area and the community it serves.
 - Criterion 2 – The community continues to be empowered and community leaders are supported

- Criterion 3 – An agreed split of responsibilities in continuing NDC activities/projects/services (between any successor body, the local authority, other partners etc.)
- Criterion 4 – The NDC assets are safeguarded into the long term.
- Criterion 5 – Governance arrangements support the objectives of the succession plans
- Criterion 6 – The risks to the succession strategy have been properly identified and are being actively managed.
- Criterion 7 – The strategy must be agreed by the Local Authority/ Accountable Body and supported by local partners.
- Criterion 8 – Any successor vehicle(s) must be financially independent into the long term

Asset Register and Strategy

54. The asset register outlined in (b) above should include the following information (refer to PN 34 for more detailed information):
55. We require submission of your asset register and management strategy. Your current asset register should include:
- Name of current owner
 - Date of acquisition and person by which acquired
 - Description of the fixed asset
 - Cost (net of recoverable VAT)
 - Location of the fixed asset
 - Serial or identification numbers
 - Location of the title deeds (where appropriate)
 - Date of any disposal
 - Proceeds of any disposal (net of VAT)
 - The name and address of any person to whom the fixed asset is sold
56. The asset register for succession plans should also include the following additional information:
- Who will own the asset after succession and from what date;
 - Who will manage the asset;
 - What is the sale value on transfer of the asset (and method of valuation); and
 - Whether transfer of the asset has been agreed in principle.
57. If the assets are being retained by the Local Authority or otherwise being mainstreamed, we expect to see a plan setting out the proposed management of the assets, the likely liabilities and an explanation of the income and expenditure needs of these assets. If the assets are to be transferred to one or more successor vehicle, we require submission of a business plan for each successor vehicle, see paragraphs 59-60.

Asset ownership, clawback and legal charges

58. You will need to draft and agree with the Accountable Body a document setting out the purpose for which each asset is to be used, and how the assets are to be “locked-in” through the constitution of the successor body and the operation of law applicable to such bodies (i.e. charity law or the law regulating community interest companies combined in each with suitable memorandum or objects and articles of association). It is reasonable to draft a business plan on the basis that we will remove clawback at some point as outlined at paragraphs 24-25.

Successor vehicle business plans

59. For those succession strategies which involve a successor organisation taking some of the work forward, Government also require the following, for each successor organisation (where a successor organisation is any organisation that has been set up with any NDC support).
- a. An explanation which sets out the successor organisation’s roles in the overall succession strategy – again using the same criteria, paragraphs 36-48 (a maximum of 15 pages plus annexes).
 - b. A financial profile showing the financial viability of the successor vehicles(s) with a detailed financial plan for year 1, supported by an outline 5-year plan and an explanation of the projected plans for years 6-10. This should include assumptions made and list all liabilities (actual and contingent);
 - c. An explanation of the legal status of the proposed successor organisation(s), structure, copy of proposed Constitution, memorandum and articles of association, objects, current position with regard to registration with appropriate regulatory body etc; and
 - d. A risk register; and
 - e. Asset management strategy for each successor organisation.
60. The business plan is primarily intended to help NDCs to plan their succession in the commercial world, and to be the founding plan on which that strategy should be pursued. However, it is not intended that your business plan should be set in stone: the purpose of your plan is to inform Government in detail of the longer term plans and financial situation of your successor body, so that Government can understand the viability of the successor body.

Contents of financial profile

61. The profile should consist of a detailed plan of activities and financial plan for year 1 and this would be supported by an outline 5-year plan and a direction of travel for years 6-10. This must be agreed with the accountable body and sets out as comprehensively as possible:

- the assets to be transferred to the successor body's ownership and all liabilities attaching to assets, including amounts and dates, if known, when the liabilities will or are likely to be realised.
- the activities to be undertaken by the successor body in each year;
- the forecast expenditure in each year – under key headings (including costs and liabilities relating to assets, other costs and liabilities, contingent liabilities, costs of running projects, staff costs, accommodation, consultancy, overheads, and other contingencies);
- the forecast income in each year – under key headings e.g. income from assets, projects, grant funding from other partners; and
- the assumptions which underpin this plan, including for example, inflation, usage of assets, take up of projects, contingencies.

Assumptions on which financial plans are to be based

62. Government wants NDCs to develop sustainable long term plans and will assess all NDCs' succession plans equitably.
63. For this reason the basic premise on which financial plans are to be prepared is that the successor body must be immediately independent and financially viable at the commencement of its operational life i.e. at the end of 2009/10 (for round 1 NDCs) and the end of 2010/11 (for round 2 NDCs).
64. You will need to build your financial plan on the basis of the following assumptions:
 - a. That no further NDC programme grant funding will be paid after the end of the NDC programme period.
 - b. That any grant not spent in the year in which it is allocated will be lost from the NDC's budget i.e. underspend may not be rolled over for use during the first year or so of the succession period (we have made clear in other guidance and correspondence the consequence of under spending);
 - c. The current policy agreed on when clawback is likely to be removed is as follows:
 - i. We will consider firstly removing clawback for years 1-9 when the NDC grant is complete and the succession strategy has been approved.
 - ii. We will retain the clawback on assets up to the value of year 10 total grant until the final year's grant has been fully audited.
 - d. That NDC-funded assets identified for transfer to any successor body will be transferred free of any legal charge to protect the accountable body against the contingent liability to repay grant;
 - e. That the successor body will not be required to take a transfer (by novation) of the AB's contingent liability to repay grant;

- f. That the NDC grant has been properly spent and accounted for, and the Department is content that the investment made by the programme is protected (in particular by means of the “locking-in” of assets);
 - g. That the financial plan will need to budget for the costs of conveyancing and other costs associated with the transfer of assets and of meeting any liability to stamp duty or Capital Gains Tax out of grant or income derived from assets (up to £500,000) before the end of the NDC programme period.
 - h. For income generated during the 10 year programme (while NDC grant is being paid) but not spent, up to £500,000 can be carried over between years without Government approval. At the end of year 10, this could be transferred to the successor body once the strategy has been approved.
 - i. Whilst endowments of grant are not in principle ruled out at this stage, there should be no assumption of endowment of grant in any particular case.
65. Note that assumptions d) and e) are together referred to as the “removal of clawback”.
66. The Accountable Body remains accountable for any grant paid until Government removes clawback. Where successor bodies currently own assets and the Accountable Body has a charge over them, the Accountable Body can remove the charge once it is no longer contingently liable to CLG – i.e. once clawback is removed.
67. But this is a business assumption only. Government will only remove clawback following case by case consideration of each NDC area. There is no guarantee that Government will be in a position to remove clawback for the purpose of asset transfer or at all.
68. CLG wishes to emphasise that the above are at this stage just assumptions, to enable the business planning process to get underway. We believe that these are realistic assumptions. However, they do not represent a final statement of a closed policy on the part of CLG, since CLG will wish to consider the implications and options available should succession strategies submitted show that viable financial independence is not a realistic starting point.
70. If you are unable to meet all the criteria using the assumptions above, your strategy will need to set out which criteria and/or assumptions cause problems and your options for how you would want to negotiate some flexibility around these. This would then inform our subsequent negotiations with you about developing viable succession strategies, if possible.

Section E - Process for approval of NDC succession strategies and timetable

69. This section sets out the process through which succession strategies will be assessed and approved. For Round 1 NDCs we request that succession plans be submitted (both a signed hard copy and an electronic copy) by Thursday 30th April 2009 at the latest to:

NDC team
Zone 3/F6
Eland House
Bressenden Place
London
SW1E 5DU

And electronically to: ndcteam@communities.gsi.gov.uk

Please also pass a copy to your GO contact.

70. When CLG has received your succession strategy, we will liaise with relevant parties regarding the different aspects of the strategy to consider whether Government can approve. This could also include a period of questioning and negotiation with those NDCs whose plans we feel are not currently acceptable for sign off and we may require refinement / reworking of some aspects of the strategy and submission of a revised plan. We plan to complete these negotiations by 18 December 2009, aiming to agree succession strategies for all Round 1 NDCs, before they are implemented from April 2010.
71. CLG and GOs will jointly assess the succession strategies, and negotiate them on an individual basis, according to the local situation within which the NDC succession strategy would be implemented. Treasury approval will be required for some NDCs' succession strategies. CLG (and Treasury where appropriate) will approve those that meet all of the criteria to an acceptable level.
72. We will consider an earlier timetable for Round 2 NDCs, this will be announced later, but we expect it to be no earlier than December 2009.

Section F - Support in developing succession strategies and associated documents

73. This guidance sets the framework within which Government will assess the succession strategies. It does not attempt to detail all of the support available to NDCs, Accountable Bodies, Local Authorities and potential successor organisations in developing the strategies. This includes support available locally (such as access to appropriate legal, financial and other professional advisors who we encourage you to approach for support in preparing strategies and business plans) and support available from many national / regional organisations.

CLG Legal/HR Support for succession

74. CLG cannot provide individual legal advice on issues such as staffing, pension liabilities or other HR issues. As independent organisations NDCs should seek their own legal advice on these issues. Other avenues of support for succession planning can be found below.

75. Support available includes the programme guidance (NDC programme notes, the Funding Agreement Letters), access to the Local Improvement Advisers (LIAs, previously the Neighbourhood Renewal Advisers. This is currently through CLG, but the Regional Improvement and Efficiency Partnerships lead from January), support on Community Empowerment, the (new) Asset Transfer Unit (led by the Development Trust Association) and also the DTA directly.

76. The NDC network will be a key source of peer support and may also facilitate access to specialists through seminars or call-off contracts. Government can facilitate appropriate support where needed.

77. Useful websites include

a. Treasury's Green Book guidance –

http://www.hm-treasury.gov.uk/green_book.htm

b. DTA, <http://www.dta.org.uk>

c. Charity Commission, <http://www.charity-commission.gov.uk>

78. We will write to you all separately about the support outlined above.

CLG

December 2008

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Appendix 2

The Bridge New Deal for Communities

**Draft Overarching
Succession Strategy**

1. Introduction

The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This overarching succession strategy, which was also clearly expressed in the NDC 2009/10 Delivery Plan, involves the implementation of the following sub-strategies:

- Implementation of a sustainable succession strategy through the following three strands:
 - Mainstreaming and joining up of local services including activities / assets being mainstreamed
 - Neighbourhood Plan for the Seven Sisters area
 - The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable asset-based successor body to the NDC. The Trust will sustain and build on the NDC activities will particular focus on tackling health inequalities.
- Contextualisation of the NDC succession strategies within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities .
- Sustenance of community engagement and leadership in the NDC succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.
- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

2. Social and economic conditions in the NDC area

This section summarises the NDC socio-economic profile and concludes with the future priorities of the area. It is broken down according to the main regeneration themes. The NDC has an estimated population of 10239 people (Oxford University data, 2007).

Housing

The 2008 Household MORI survey reveals that a high proportion of NDC residents rent their accommodation (70%) when compared to the National figure of 30% (where 60% belongs to the Social sector renter category). In 2008, the average price of all NDC properties was £233,478; this price is below that of the houses in the rest of the Borough at £351,089.

Quality of life

75% of the NDC residents are very/fairly satisfied with the area and 80% define their quality of life as very/fairly good and 49% believe that teenagers hanging around on the streets is a problem in the area (serious and not serious). 60% believe that over the last years the NDC has got much/slightly better; this represents an increase of 29% points since the NDC started (MORI 2008).

Community

80% of the NDC residents trust the local health services a great deal / fair amount; 60% trust the local schools; 65% trust the local council and 75% trust the local police.

Crime

65% of the NDC population feels very/fairly safe when walking alone in the dark, there has been an increase of 26% points since the start of the NDC (British crime survey 2007-08). According to the administrative data from Met Police (Haringey) in 2007/08 there were 172 vehicle crime offences, 83 street crime offences and 161 burglary counts representing a decrease of 77%, 71% and 48% respectively since the beginning of the NDC. Haringey has a high crime rate relative to London and England as a whole.

Demographics

MORI data indicates that 32% of the NDC residents are single person households, 29% are between 25-34 years old. According to the 2001 Census data, 50% of white people, 7% of Asian, 11% mixed, 25% black, 6% Chinese live in the NDC area. 47% of the NDC residents have stated that English is not their first language.

Work

MORI 2008 reveals that 57% of the NDC population are economically active and 48% of the economically active NDC population are in paid work. 25% of the residents currently working fall into the elementary

occupation category which is substantially high when compared with the National figure (12%). The unemployment rate of the NDC area in 2007 is 5.5% (administrative data, University of Oxford 2007) this figure is higher than the National average by 3.1%. The recent economic climate (recession) has caused a further increase in the unemployment rates, Haringey Borough unemployment rate (Nomis 2008) is at 9.0%, a higher percentage is expected in the NDC area.

Health

The NDC has low levels of health when compared to the London benchmark and the rest of the country. The NDC work limiting illness (11.4%) in 2007 is very high when compared to the rest of England (6.8%) and the rest of Haringey (8%) (Oxford University administrative data 2007). There is a large proportion of smokers in the area which leads to higher than average mortality rates due to circulatory diseases and cancer; contributing to the increase in the number of incapacity benefits claimants; it also leads to serious mental health issues specifically amongst women and children.

Education

Qualifications and skills in the NDC area are average; in 2007 the NDC had a 43% rate of entry to higher education slightly lower than the rest of the Borough (49.7%). 33% of the working age of NDC residents have no qualifications; this figure is substantially higher than the National rate (13%). 73% feels that they need to improve any type of skills (spelling, reading, writing and maths).

Finances

According to the MORI household survey 2008, 56% of the NDC residents receive some kind of state benefits or allowances, the highest proportion of residents in employment earn between £100 and £200 weekly (20%).

Priorities into the long term

Education and employment have been highlighted as the important determinants of health inequalities as it is prominent that the NDC local labour market is relatively weak; health priorities include tackling health inequalities to improve everyone's level of health bringing it closer to that of the most advantaged and ensuring that the health needs of the most disadvantaged are fully addressed. These priorities will be addressed by the Bridge Renewal Trust in partnership with local residents and key services providers.

3. Mainstreaming

The purpose of the Mainstreaming and Joining Up Local Services succession strand is to:

- Provide a co-ordinated information point for residents with person-focussed services. Better communications can be achieved.
- Safeguard The Bridge NDC's achievements in the future.
- Sustain partnership working by joining up of services.
- Make mainstream funding work effectively for the area.
- Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact.
- Enable local people to become involved in service planning, delivery and evaluation.

What we have achieved

We consider this approach to be vital since the volume of work currently undertaken by the NDC can not be sustained by an independent successor body without the NDC grant. We have ensured that projects are designed to help deliver the shared goals of our key partners or re-shape existing services. Sustainability after the life of NDC is embedded into all projects and assets. We have identified a selection of all projects that can be mainstreamed and which are closely linked to targets or improvement plans of Haringey Strategic Partnership (HSP), LAA and/or other partners. We have joined up local services and built local accountability structures by establishing resident-led steering groups and management boards at the Laurels Healthy Living Centre, The Triangle Children, Young People and Community Centres and at the St Ann's Library Hall Community Centre. These centres are increasingly bringing together PCT, GP Services, education, employment, children and young people and other community services.

The Laurels Healthy Living Centre has been an example of good partnership working between the NDC and NHS Haringey. The NDC area is covered by the NHS South East Neighbourhood Development Plan which aims to set the local strategic direction for primary care services in South East Haringey, addressing the health needs of the population and lessening the impact of health inequalities, with a strong emphasis on disease prevention and health promotion. The Plan will lead to the development of the Laurels Neighbourhood Health Centre as a 'hub' providing improved access from 8am-8pm 7 days a week 365 days a year for registered and unregistered patients and will deliver a much greater range of integrated services.

There is a good partnership between NHS Haringey, The Bridge Renewal Trust and NDC residents who will be able to access high quality primary care from a multidisciplinary team in the community including pharmacists, dentists, district nurses, community matrons, dieticians, psychologists and secondary care consultants working in primary care and community settings.

We have put in place a robust Funding Agreement and Business Plan to ensure that St Ann's Library Community Hall will be well managed and maintained by Haringey Council for the benefit of local residents. A resident-led Management Advisory Board (MAB) has been set up to oversee the use of the centre. A similar MAB has been set up to oversee the management and delivery of services at the Triangle Children, Young people and Community Centre.

We have provided capacity building and support to Resident Associations in the NDC area. This will ensure that local residents are aware of services available to them and can participate in developing responsive services.

We have developed and implemented specific mainstreaming forward strategies for a number of projects (Forward Plan). Finally, we continue to foster links with Area Assemblies and wider neighbourhood renewal and regeneration activities through programmes such as 'Making the difference'.

Our Plans for 2009 and beyond

The NDC, Bridge Renewal Trust and partners will review the Forward Plan and improve the effectiveness of mainstreamed projects, relevant assets and ensure ongoing joining up of local services.

With tackling health inequalities identified as a priority for the succession strategy, the NDC and its successor body will continue to work with NHS Haringey to use innovative, holistic and empowering strategies to engage local people in their own health and wellbeing. We will complement statutory provisions by addressing lifestyle factors such as smoking, alcohol, obesity and other conditions.

4. Neighbourhood Plan

In February 2008 The Bridge NDC commissioned an interdisciplinary team led by Urban Initiatives to develop a Neighbourhood Plan for the NDC area and its wider context. The purpose of the Neighbourhood Plan is to guide social, physical, and economic development in the area over the next ten to fifteen years - a plan for Seven Sisters to 2025. Its aims to

consolidate progress made to date by the NDC and to provide a vision to guide development proposals and environmental improvements by the NDC Successor body, the Council, Homes for Haringey, The Mental Health Trust, the NHS Haringey and other stakeholders and private interests. It covers issues including transport, public open space, housing, employment, and community facilities.

What we have achieved

The Plan was approved by the NDC Board in November 2008. It was endorsed by Haringey Council in January 2009. The Plan is informing the development of Haringey Council's Core Strategy. A Sustainability Appraisal of the Plan was undertaken by independent consultants, in order to ensure it is fit for purpose.

In order to fully understand community and stakeholder aspirations for the area, and to generate as broad a consensus as possible, the Plan was developed in close consultation with all these parties. A dedicated focus group – the 'Neighbourhood Team', composed of the NDC Partnership Board, augmented with Residents Associations, Friends of the Parks, Health and other stakeholders from the NDC and adjacent areas – generated, advised, and tested ideas for the plan through a series of workshops. 'The Greenest District' in Haringey...

- A group of neighbourhoods that are socially, economically, and environmentally sustainable.
- Each neighbourhood develops its own identity and community focus.
- Workplaces, institutions, and community facilities are open, accessible, and integrated into the life of each neighbourhood.
- People and places are connected.'

Our Plans for the long term

The Neighbourhood Plan is intended to be used as a flexible, variable menu of proposals, rather than a rigid, fixed master plan. Each proposal is broken down into a 'toolkit' of potential actions which can be assembled in different combinations, realised in different timescales, and implemented to different extents. Its purpose is to provide a common point of reference for all stakeholders to discuss the future of the area. In the coming year the NDC will be working to ensure that the governance structure for the Plan is established, the principles of the Plan are enshrined in the emerging Local Development Framework (LDF) and that the implementation of the Plan is commenced. NDC resources will be deployed to support this. In the longer term, the NDC successor body and Haringey Council as a planning authority will continue to work together to

ensure that future developments in the NDC area takes account of the Plan.

5. Succession Vehicle

NDC's survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged. Consistent with the approach of other NDCs, we have recognised that it is not possible or beneficial to mainstream every project or activity and there is a need for an asset-based successor body to sustain the good work undertaken by the NDC. Assets are important in ensuring there is revenue income to sustain future activities.

The NDC currently receives revenue income from the Laurels Healthy Living Centre (a successful partnership with NHS Haringey, Circle 33 and Haringey Council). This income is intended to form the core of future revenue income to the NDC successor body. More than 80% of local residents in the Bridge NDC area have supported the creation of the NDC successor body (MORI Survey, NDC National Evaluation, 2008). Our own survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged, including:

- Joining up local services such as health, employment, enterprise and others.
- Securing inward investment in the Seven Sisters area from the statutory and external funders.
- Ensuring that the income stream from the Laurels is re-invested in the area.
- Supporting positive lifestyle changes (smoking cessation, physical activities etc)
- Supporting other community health organisations in the area.
- Sustaining a community 'voice' for the area
- Acting as an 'honest broker' between community and statutory and other health service providers

What We Have Achieved

A 10-year business plan for the Bridge Renewal Trust (successor body) has been prepared. An action plan to set up a company limited by guarantee with charitable status has also been agreed by the NDC Board. This is being implemented in two phases. Phase 1 saw the setting up of a company limited by guarantee and phase involved the application for charitable status and the establishment of an open and transparent governance arrangement leading to key staff recruitment.

The Bridge Renewal Trust was incorporated as a company limited by guarantee (company number 6949568) on 1st July 2009 with three initial Directors nominated by the NDC Partnership Board, namely: Lorne Horsford, Rachel Hughes and Yvonne Denny. Progress is underway to

establish an expanded and robust governance arrangement comprised of 10 Members/Trustees. The following Nominating Organisations are being asked to provide nominations as follows: London Borough of Haringey (2 representatives), PCT/NHS Haringey (1) and The Mental Health Trust (1). This will be followed by a skill audit to assess existing skills on the Board and determine skill gaps that will inform the appointment of the final 3 Members. The Bridge Renewal Trust has successfully applied for charity status and it has been entered in the Register of Charities under charity registration number 1131941.

Our Plans for 2009 and beyond

We will continue the implementation of the action plan for setting up the successor body as follows:

Task	By When
Updated Business Plan (under review)	Achieved April 2009 and ongoing
Set up successor body as a company limited by guarantee	Achieved July 2009
Recruit initial Trustees and expand Board of Trustees for successor body	Achieved May 2009
Apply for charitable status for the successor body	Achieved September 2009
Undertake discussions with Haringey Council over assets and funding support	Ongoing
Successor body to apply for external and NDC contracts	October 2009 and ongoing
Recruit key staff for successor body using phased approach starting with Chief Executive	November 2009
Launch successor body	February 2010

6. Government Requirements

Strategic and Legislative Context: Department for Communities and Local Government (CLG) has issued final guidance on NDCs' succession planning (**Appendix 1**) which requires Seven Sisters (The Bridge) New Deal for Communities programme to submit its plans for approval by the 31st October 2009 (amended to 27th November 2009). The Bridge NDC Partnership Board discussed CLG requirements at its away event in January 2009. During 2009/10, it has reviewed, refined and intensified the implementation of its succession strategies.

In line with the CLG guidance, the following documents, together, should demonstrate that all of the criteria in the guidance are met:

- An overarching succession strategy for the succession area – addressing each of the 8 criteria set by CLG (**Appendices 2, 2.1 and 2.2**)
- An asset register and future management strategy (**Appendix 2.3**)
- A comprehensive risk register and management strategy (**Appendix 2.4**); and
- Business plan for successor organisation (**Appendices 2.5a and 2.5b**)

Appendices 3 and 4 provide overview of the NDC programme and NDC map sheet respectively.

An overarching succession strategy for the NDC succession area:

Overarching Succession Strategy: The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This **Overarching Succession Strategy**, which was also clearly expressed in the NDC 2009/10 Delivery Plan, involves the implementation of the following sub-strategies:

- Implementation of a sustainable succession strategy through the following three strands:
 - Mainstreaming and joining up of local services including activities / assets being mainstreamed
 - Neighbourhood Plan for the Seven Sisters area
 - The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable asset-based successor body to the NDC. The Trust will sustain and build on the NDC activities will particular focus on tackling health inequalities.
- Contextualisation of the NDC succession strategies within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities.
- Sustenance of community engagement and leadership in the

NDC succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.

- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

How The Bridge NDC succession strategies meet Government criteria

Criterion 1: The outcomes to be delivered are appropriate for the NDC area and the community it serves. The NDC proposes to maintain the improvements in the NDC areas beyond the 10 year Government funding through a **Forward Plan (Appendix 2.1)**. The Forward Plan involved positive meetings with a range of partners including Haringey Strategic Partnership lead officers, Haringey Council departments including Urban Environment, Neighbourhood Management and others, The Mental Health Trust, NHS Haringey, The Metropolitan Police, Jobcentre Plus and HAVCO. Senior managers from partner organisations have also completed a questionnaire relating to their outcomes and future activities in the NDC and surrounding areas. The Forward Plan:

- identifies which of the 6 NDC themes are intended to be addressed by ongoing activities
- shows details of partner activities to be undertaken in the NDC area.
- show that the local priorities are clearly linked to the priorities set out in the LAA, Haringey's Community Strategy and other local strategies and partners' targets
- clearly shows how the succession strategies are linked to existing projects

Criterion 2: The community continues to be empowered and community leaders are supported. Following consultations with Haringey Council and other partners, The NDC developed a joined **Community Empowerment Plan (Appendix 2.2)** to ensure that the community will still be significantly involved in the future work of the NDC area. The plan contains a broad spectrum of activity including:

- Alignment with Haringey Council community empowerment agenda to ensure sustainability of the strategy into the long term
- All partners are properly engaged and have put in place arrangements to support their part in the on-going implementation of the community empowerment plan as evidenced by completed partnership questionnaires and letters of support

- Better communication of information from service providers to residents
- Greater involvement by local residents in service development and delivery. For example, through participation in partner agencies and Management Boards of the NDC assets such as Triangle Children Centre, St Ann's Library Community Hall, The Laurels Healthy Living Centre, The Community Hut, Trustees of the NDC successor body, governorships of local schools.
- Ongoing training programme for NDC Resident Board Members and other community leaders by the NDC and other partners into the long term
- Promotion and expansion of role of 'Young Advisors' is mainstream service development and delivery.

Criterion 3: An agreed split of responsibilities in continuing NDC activities/projects/services (between any successor body, the Local Authority, LSPs and other partners). This criterion is addressed in the **Forward Plan** and through letters of support from partners.

Criterion 4: The NDC's assets are safeguarded into the long term. The NDC succession strategy must meet Government criteria that the assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community. This has been addressed as follows:

A. Active NDC Assets – Lease Arrangements for the Laurels

The Laurels Healthy Living Centre. The freehold of this building is owned by Circle Thirty Three Homes Limited ("Circle 33") The centre was opened 1st March 2004. The current leasing arrangements are as follows:

- On 23/02/2004 Circle 33 granted a lease to the Council for a term of 125 years commencing on 25/12/2003 at a rent of £50 pa. The Council paid a premium of £3.85m for the lease which was funded by an NDC grant for that amount in financial year 2003/04 ("Head Lease").
- On 23/02/2004 the Council granted an underlease to Haringey Teaching Primary Care Trust ("HTPCT") for a term of 25 years commencing on 25/12/2003 at an initial rent of £285,000 pa (subject to 5 yearly reviews) ("Underlease").
- On 23/02/2004 the HTPCT granted a sub underlease of parts of the building to the Council for a term of 25 years commencing on 25/12/2003 at an initial rent of £53,580 pa (subject to 5 yearly reviews) ("Sub Underlease").

Three options for the lease arrangements with respect to the Trust have been considered:

- **Option 1: Assignment of Sub Underlease (25 year lease).**
This is equivalent to the existing arrangement and involves the assignment of the Council's Sub Underlease to the NDC successor body, the Trust. This means the Trust will replace the Council as tenant of the parts of the building which is demised under the Sub Underlease. The Trust will be responsible for paying the rent to the HTPCT and all other liabilities. Consents of all landlords are required before the assignment can take place.
- **Option 2: Grant of new Sub Lease (25 year lease) –** This option involves the Council granting a new sub lease to the Trust out of the existing Sub Underlease. Such a lease cannot be for a term longer than the residue of the term remaining under the Council's Sub Underlease. It will allow the Trust to become a sub-tenant. This option does not have any advantage over Option 1 but is more complicated. Consents of all landlords will be required.
- **Option 3: Assignment of HeadLease (125 year lease) -** This arrangement involves the assignment of the Council's 125 year Headlease directly to the Trust. This would be subject to the Underlease and Sub Underlease and will therefore necessitate the assignment of the Sub Underlease to the Trust as in Option 1.

Option 1 (status quo) is recommended as the preferred option. This allows the Council to continue to hold the 125 year Headlease and act as a guarantor of the community asset against any future risks. It is also acknowledged that the Trust is as yet untested and it is too early for the Council to realistically assess its capacity to successfully own and manage the asset. Both the Underlease and Sub Underlease have security of tenure. However the existence of the Sub Underlease depends on the existence of the Underlease. Assuming the HTPCT renews its lease in 2027 for a further 25 years, then the Trust will be able to renew its sub-underlease by the same period. If the HTPCT chooses not to renew its tenancy both the Underlease and Sub Underlease will terminate. The Council as head lessor will seek new tenants for the building in line with the conditions on use allowed in the Head Lease and based on market conditions. The new tenant could be the Bridge Renewal Trust. If no other suitable tenant can be identified, then the Council will grant to the Trust (if this is what is agreed) a new lease. If this happens the Trust would not pay a rent but will take on responsibility for full repair and maintenance and insurance. There will be no rental income.

A “Letter of Comfort’ detailing the above principles and signed by Haringey Council’s Chief Executive is to be enclosed.

B. Other Assets Funded by the NDC Investment programme – Assurance from the Council of ongoing provision

These are detailed in the NDC Asset Register (**Appendix 2.3**). There is agreement between the Council and the NDC Partnership Board that the ownership and management status of the assets funded wholly or substantially through NDC grant including for avoidance of doubt the Triangle Children’s Centre and St Ann’s Library Hall will continue to be owned and managed by the Council. In line with Government requirements, the Council’s commitment was sought to ensure that these assets will continue to be used to benefit NDC area residents into the long term (**Letter of Comfort whilst suitable legal document is drawn up**). It is recognised that the Management Advisory Boards (MABs) set up by the NDC to assist with the running of the Triangle Children Centre and St Ann’s Library Hall will continue into the future and form part of future decision-making processes. Appointees of the Bridge Renewal Trust will be recognised as taking over representation on the MABs from the NDC. For the avoidance of doubt the Council will not be required to replace non-fixed assets when they are no longer fit for purpose.

C. The Bridge Renewal Trust

The successor body will have 25 year lease arrangement for use of parts of the Laurels Healthy Living Centre as outlined above. The successor vehicle’s legal status is company limited by guarantee with charitable status (charity status application pending); this is in accordance with the CLG guidance. There is explicit asset lock-in in the Memorandum and Articles of Association which ensures assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community.

In line with the annual funding agreement between the Accountable Body/NDC and the Government, The NDC has provided an **Asset Register and Future Management Strategy (Appendix 2.3)** for assets funded with £5000 or more of NDC capital funding. For each asset, the following information must be recorded in the register:

- Name of current owner
- Date of acquisition and person by which acquired
- Description of the fixed asset
- Cost (net of recoverable VAT)
- Location of the fixed asset

- Serial or identification numbers (where appropriate)
- Location of the title deeds (where appropriate)
- Date of any disposal
- Proceeds of any disposal (net of VAT)
- The name and address of any person to whom the fixed asset is sold (where appropriate)
- Who will own the asset after succession and from what date;
- Who will manage the asset;
- What is the sale value on transfer of the asset (and method of valuation); and
- Whether transfer of the asset has been agreed in principle.

Criterion 5: Governance arrangements support the objectives of the succession plans. There are appropriate governance arrangements which will support the delivery of the NDC succession strategy. The NDC has sought commitment from the **Haringey Strategic Partnership** (HSP) to provide mutually supportive roles between the Local Authority, other delivery partners and The Bridge Renewal Trust. This commitment is accompanied by a statement of how the partners will interrelate into the long term and work together in the future to monitor delivery and refine the succession strategy as necessary. The HSP Performance Management Group and HSP Board have endorsed the NDC succession arrangements at the October and November 2009 meetings and committed to supporting the NDC succession strategies including (**see minutes**):

- Working together in the future to monitor delivery in the NDC and surrounding areas
- Refining the succession strategy as necessary.
- Inviting the Bridge Renewal Trust to join the HSP framework and supporting the Trust to deliver outcomes that are aligned towards the LAA targets and other local outcomes

Specifically for The Bridge Renewal Trust, the Government wants to see that organisational structures and governance are robust and Objects are appropriate. The proposed composition of the Board of the Trust in terms of Board members' mix of skills against the identified skills needed, and details on how the Board will be selected and appointed is addressed in Business Plan and Memorandum & Articles of Association of Trust.

Criterion 6: The risks to the succession strategy have been properly identified and are being actively managed. The NDC succession strategy includes a completed **Risk Register (Appendix 2.4)** setting out:

- Risks that have been identified to its implementation; the likelihood of these risks materialising; their potential impact; and the planned management and mitigation strategy.
- All risks to implementation of the Neighbourhood Plan and Forward Plan and Mainstreaming Action Plan. Risks areas will cover assumptions made, availability of finance, governance, local priorities changing and so on.
- A separate risk register and management strategy for the Bridge Renewal Trust to address the implementation of the Business Plan and ensure that relevant assets will be managed appropriately is contained in the Business Plan.
- Risks associated with succession (as opposed to programme delivery)
- Robust methodology, including an assessment of impact and probability, and level of risk (H,M,L) before and after mitigation
- The nature of the identified risk (political, economic, commercial)
- Appropriate level of the mitigation of risk
- Assessment of all risks to delivery of the succession strategy, for example, assumptions made, availability of finance, governance, local priorities changing etc.
- A risk management/escalation plan

Criterion 7: The strategy must be agreed by the Local Authority/ Accountable Body and supported by local partners. The NDC succession strategy will need to be endorsed by the Local Authority (both as the Accountable Body and strategic / delivery partner) and supported by other partners and stakeholders as follows:

- Endorsement from HSP Performance Management Group (22nd October 2009)
- Endorsement from HSP (5th November 2009)
- Letters of support obtained from key partners (by November 2009)
- Succession strategy and supporting documents presented to Haringey Council's Cabinet for approval (17th November 2009)
- Succession strategy signed by NDC Chair, NDC Director and Haringey Council's Chief Executive (24th November 2009)
- Succession strategy and supporting documents submitted to GOL and CLG (27th November 2009)

Criterion 8: The successor vehicle must be financially independent into the long term. The Government requires a business plan for the successor body which demonstrates its contribution to each of the criteria 1-7 detailed above, as well as this criterion. In accordance with

Government requirements, the Business Plan for the Bridge Renewal Trust (**Appendix 2.5a**) provides:

- An explanation which sets out its role in the overall succession strategy
- A financial profile showing the financial viability of the successor vehicles(s) with a detailed financial plan for year 1, supported by an outline 5-year plan and an explanation of the projected plans for years 6-10.
- An explanation of the legal status of the Bridge Renewal Trust, structure, copy of proposed Constitution, memorandum and articles of association (**Appendix 2.5b**), objects, registration details with Company House and Charity Commission;
- A risk register; and
- Asset management strategy for the organisation.

Proposals for Funding support for the 'Bridge Renewal Trust'

Rental Income from the Laurels – proposed Annual Grant

The Haringey TPCT pays a yearly rent of £285,000 to the Council under the Underlease. This has provided an annual income of £285,000 which has been passed on to the NDC programme for re-investment in tackling health inequalities in the NDC area. The NDC pays back approximately £100,000 of this income to the PCT to meet its share of maintenance, insurance and service charges leaving approximately £185,000 per year towards funding for health related projects in the NDC area.

It is agreed that an annual income equivalent to the annual rent of £285k is provided to the Trust for a period of 10 years. The payment of this annual income will provide core funding for the successor body and ensure it develops into a viable and sustainable charitable organisation. After 10 years of grant funding, there will be an independent review to assess if the rental income under the Underlease should continue to pass to the Trust. The terms of the independent review will be set out and agreed by all parties when the 10 year grant funding agreement is put in place.

Unspent NDC Income from the Investment Programme – Proposed one off grant

It is agreed that unspent income from the Laurels will be transferred to the Trust. The NDC Partnership Board will use this funding to assist with delivering the NDC's succession and legacy plans with regards to tackling health inequalities in the NDC area. CLG guidance states that unspent

income of up to £500,000 generated during the 10 year programme can be carried over between years without Government approval. This applies to the Laurels carried forward income currently (31st March 2009) standing at £225,000 and will include any unspent income accrued between April 2009 and March 2011. At the end of Year 10 (March 2011 – it is estimated the figure could be £300k-400k), this could be transferred to the successor body once the strategy has been approved by the Council and Government.

Wards Corner Overage Agreement

The Council as landowner, Housing Authority and accountable body for the Bridge NDC entered into a Development Agreement with Grainger Seven Sisters Limited (“Developer”) and Northumberland & Durham Property Trust Limited on 3rd August 2007 for the redevelopment of Wards Corner and to achieve the Council’s strategic Regeneration Objectives for Tottenham High Road, the NDC programme area, the core Town Centre area of Seven Sisters and the Planning Development Brief adopted in January 2004. In line with the Development Agreement, The NDC paid Interim Gap Funding to the Developer in the sum of £1,500,000 plus VAT in 2008 (“NDC Gap Funding”). The NDC Gap Funding payments were made against reasonable evidence received from the Developer that it had incurred costs and expenses in the acquisition of part of the land assembly needed for the proposed development. If the development is a success, under certain conditions detailed in the Development Agreement, the Developer shall repay the NDC Gap Funding to the Council in the manner stipulated in the Agreement. Consent provided by the Secretary of State stipulated that such monies must be applied to address housing needs in the NDC area.

Given the requirement contained in the Consent dated 17th July 2007 given by The Secretary of State to apply the funds to address housing needs in the NDC area, the Council is best placed to meet this need. Additionally, there is lack of information about the capacity of the successor body to deliver the required housing benefits for the community.

It is agreed that any future repayments arising out of the Wards Corner gap funding or overage arrangements is ring fenced in a special Council escrow account and used to address housing needs in the NDC area and to ensure agreement on spend of such fund by the Council is approved by CLG. The Bridge Renewal Trust will be consulted on the use of funds. This would meet CLG Guidance. It is recognised that the funds should be used to support activity that is “complementary to mainstream delivery” and that the governance and engagement framework established for

implementation of the Seven Sisters Neighbourhood Plan should be the key consultation mechanism for use of these funds.

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Appendix 2.1 NDC Forward Plan Showing Mainstreamed Initiatives

No	Original NDC project	NDC Theme	Priority Area	Activity Description	LAA Link	Mainstreaming Agency	Contact Name
1	The Laurels Healthy Living Centre (2007)	Health	Health	New build facility for primary health care and community projects tackling health inequalities.	Healthier communities with a better quality of life	NHS Haringey	Julie Quinn
2	BUBIC (2008)	Health	Health	Community based organisation established to tackle substance misuse	Healthier communities with a better quality of life	BUBIC	Kelvin O'Mard
3	Wards Corner (2007)	Neighbourhood Services	Environmental	New build to improve main gateway into area and revitalise the retail environment	An environmentally sustainable future	LBH	Mark Hopson
4	The Bridge Restoration – St Ann's / Seven sisters road (2009)	Neighbourhood Services	Environmental	Major restoration of the railway bridge	An environmentally sustainable future	Network Rail	Sharon Lee
5	Edgecot Grove MUGA (2009)	Neighbourhood Services	Environmental	New build of multi-use games area	An environmentally sustainable future	Homes for Haringey	Manley Murray
6	Tiverton Youth Hut renovation (2009)	Neighbourhood Services	Environmental	Internal and external renovation	An environmentally sustainable future	Community Progressive Vision	Lena Pamphile
7	NDC estate renewal – Tiverton Estate (2008)	Neighbourhood Services	Environmental	Tiverton estate housing renovation including a provision of green space, MUGA, fire path and play area)	An environmentally sustainable future/	Homes for Haringey	Manley Murray
8	Tiverton Estate facilities(2007)	Neighbourhood Services	Environmental	Completion of physical and environmental improvements.	An environmentally sustainable future	Homes for Haringey	Manley Murray
9	Estate Renewal works Tiverton and Suffolk Estate - (2006)	Neighbourhood Services	Environmental	Improvements to properties	An environmentally sustainable future	Homes for Haringey	Manley Murray
10	NDC estate renewal (Tiverton Estate) (2006)	Neighbourhood Services	Environmental	Range of environmental improvements	An environmentally sustainable future/	Homes for Haringey	Manley Murray
11	Estate Renewal Phase 3 Sir Frederick Messer Estate (2009)	Neighbourhood Services	Environmental	Improvement of security, lighting, signage, pathways, bin storage, provision of play area, adult play equipment, green space and landscaping	An environmentally sustainable future	Homes for Haringey	Manley Murray

12	Sir Frederick Messer Frontage (2007)	Neighbourhood Services	Environmental	Landscaping and boundaries	An environmentally sustainable future	Homes for Haringey	Manley Murray
13	Edgecot Grove	Neighbourhood Services	Environmental	Provision of play area	An environmentally sustainable future	Homes for Haringey	Manley Murray
14	Sir Frederick Messer Access(2007)	Neighbourhood Services	Environmental	Landscaping and boundaries	An environmentally sustainable future	Homes for Haringey	Manley Murray
15	Green it up (Paignton Park) (2003)	Neighbourhood Services	Environmental	Paignton Open Space redesign and upgrade	An environmentally sustainable future	LBH (Parks)	Sean Burke
16	Manchester Gardens (2007)	Neighbourhood Services	Environmental	Restoration of the historic public garden	An environmentally sustainable future	LBH (Parks)	Jan Wilson
17	Chestnut Park (2007)	Neighbourhood Services	Environmental	Phase 1 of a longer-term project to regenerate the park.	An environmentally sustainable future	LBH (Parks)	Jan Wilson
18	Creating the Bridge Fladbury Road (2005)	Neighbourhood Services	Environmental	Improvements to environment of retail area, provision of play area, public seating area and landscaping	An environmentally sustainable future	LBH	Dave Morris
19	Pulford Road Family Resource Centre (2005)	Neighbourhood Services	Environmental	Refurbishment of facility	An environmentally sustainable future	LBH	Lucina Frederick
20	Bridge Renewal (2006)	Neighbourhood Services	Environmental	Development of the work of The Bridge Area and provide pest control services, waste enforcement and environmental Health enforcement	An environmentally sustainable future/	LBH	Steve Russell
21	Bridge Renewal phase II (2006)	Neighbourhood Services	Environmental	External improvement works to private housing such as renewing front walls and gardens	An environmentally sustainable future/	LBH	Steve Russell
22	Chestnuts Pavilion(2006)	Neighbourhood Services	Environmental	Expansion of the play area	An environmentally sustainable future/	LBH	Jan Wilson
23	St Ann's Bridge Improvements (2006)	Neighbourhood Services	Environmental	Physical renewal	An environmentally sustainable future/	Network Rail	Sharon Lee
24	Crime Reduction Fund (Plevna / Helston Gating) (2008)	Neighbourhood Services	Environmental	Physical renewal	Safer for all	LBH/MET POLICE	Sean Sweeney
25	Safety & Comfort in the home) (2006)	Neighbourhood Services	Environmental	Lighting improvements	Safer for all	LBH	Steve Lain
26	Estate renewal (works in public housing) (2006)	Neighbourhood Services	Environmental	improvements to housing at several locations	An environmentally sustainable future/	Homes for Haringey	Manley Murray

27	NDC sports and play improvements in Parks(2006)	Neighbourhood Services	Environmental	Improvement of Chestnuts Park and Brunswick Open Space for recreational purposes.	An environmentally sustainable future/	LBH	Jan Wilson
28	Shop Front Improvements(2006)	Neighbourhood Services	Environmental	Improvements of physical appearance of shops in Seven Sisters Road	An environmentally sustainable future/	Private Businesses	Russell Muffatt
29	Neighbourhood Plan* (2009)	Neighbourhood Services	Environmental	Preparation of neighbourhood plan for Seven Sisters area 2009-2010 to guide development	An environmentally sustainable future/	The Bridge Renewal Trust	Lainya Offside-Keivani
30	Bridge to Learn (2008)	Employment	Employment	Training and skills advice	Economic vitality and prosperity for all	LBH	Martin Tucker
31	The Triangle Children's and young peoples' centre (2006)	Education	Education	New build of facility	Economic vitality and prosperity shared by all	LBH	Sue James
32	St Ann's Library training room (2006)	Education	Education	Refurbishment of training room	An environmentally sustainable future/	LBH	Diana Edmonds
33	St Ann's Library hall extension(2007)	Education	Education	New build of facility	An environmentally sustainable future	LBH	Diana Edmonds
34	Young Advisors (2008)	Education	Education	Community empowerment, training young people to act as consultants	Healthier communities with a better quality of life	LBH	Jason Bradley
35	Primary School counselling (2007)	Education	Education	School based counselling	Healthier communities with a better quality of life	LBH/St Ann's Church	John Wood
36	Supporting KS4 (2007)	Education	Education	School based support and counselling to improve attainment	Healthier communities with a better quality of life	Gladesmore school	Tony Hartney
37	Youth Crime Reduction Workers (2008)	Neighbourhood Services	Crime	Crime prevention initiative for young people at risk of offending	Safer for all	LBH Youth offending service	Laris Bucknor-Fisher
38	Resident Associations (2008)	Neighbourhood Services	Community	Community empowerment through consolidating existing and supporting new resident associations	People at the heart of change	Homes for Haringey	Sheryl Hendrickson

39	Treading the boards (2008)	Education	Community	Training and diversionary activities for young people in theatre skills	People at the heart of change	LBH (Youth service)	Faith Williams
40	Intergenerational Hub (2008)	Neighbourhood Services	Community	Establishing autonomous intergenerational management committee to manage community facility.	People at the heart of change	Community Progressive Vision	Lena Pamphile
41	ReachOut * (2009)	Health	Health	Improved interagency working and service provision for young people	Healthier communities with a better quality of life	The Bridge Renewal Trust /BUBIC	Kelvin O'Mard
42	Foot care Plus* (2009)	Health	Health	Foot care and advice for the over 50s	Healthier communities with a better quality of life	The Bridge Renewal Trust	Jo Basra
43	Halston Court food growing coop *(2009)	Neighbourhood Services	Community	Improving community space by establishing self sustaining urban food growing cooperative	An environmentally sustainable future/	Autonomous management group	Lainya Offside-Keivani
44	Revup*(2009)	Employment	Employment	Tailored business support to SMEs	People at the heart of change	North London Business	Gary Ince
45	Stitch in time* (2009)	Employment	Employment	Training and employment in the fashion industry	People at the heart of change	LBH	Martin Tucker
46	Heading for success* (2009)	Employment	Employment	Integrated basic skills, job brokerage and health programme	People at the heart of change	LBH	Lainya Offside-Keivani

*projects to be mainstreamed in 2009/10

Appendix 2.2

The Bridge New Deal for Communities

Draft Community Empowerment Plan



www.thebridgendc.org.uk

The Bridge New Deal for Communities Draft Community Empowerment Plan

INTRODUCTION

The Bridge New Deal for Communities (NDC) area is a rich source of energy, creativity and talent. The communities are made up of people with rich and diverse backgrounds who each have something to contribute to making the NDC area flourish. One of the role of the NDC has been to put communities at the heart of its programme and help work together to regenerate the NDC area.

The Bridge NDC is committed to supporting its communities to do things for themselves - community empowerment; Where communities are empowered we would expect to see a range of benefits: local democracy boosted; increased confidence and skills among local people; higher numbers of people volunteering in their communities; and more satisfaction with quality of life in a local neighbourhood. Better community engagement leads to the delivery of better, more responsive services.

In the past few years, the government has placed increasing emphasis on how local communities must be engaged in all aspects of local public service activity and has put in place a number of national policies urging local authorities and other public bodies to do better on empowerment.

- The Local Government White Paper 2006 – “Strong and Prosperous Communities.”
- Department of Health Guidance “Real Involvement” on the 2006 NHS Act.
- The “Duty to inform, consult and involve local people” - Local Government and Public Involvement in Health Act 2007.
- The Sustainable Communities Act 2007.
- The White Paper, “Our Health Our Care Our Say”, and “Putting People First”, the concordat between Central and Local Government.

The Department Communities and Local Government (CLG) has published its Action Plan for Community Empowerment, which sets out the steps it is taking, working across government and in partnership with others, towards three key outcomes:

1. Greater participation and engagement in democracy
2. Changes in attitudes towards community empowerment
3. Improved public services and quality of life

What is community empowerment? – the national context

The Government defines community empowerment as ‘the giving of confidence, skills and powers to communities to shape and influence what public bodies do for or with them’. The Government believes that community empowerment can contribute to a number of results or outcomes:

- Improved quality of services
- Greater community cohesion and social inclusion
- Thriving democracy; and
- Enhanced community capacity and learning.

This is quite a specific definition of empowerment. A broader definition is provided in a very useful guide produced by Community Development Exchange and the National Empowerment Partnership. This argues that an empowered community is one which is:

- confident
- inclusive
- organised
- co-operative
- influential

Community empowerment is a highly complex process to achieve and requires the active understanding and commitment from a wide number of stakeholders to achieve it. It is a slow, gradual process which involves continual learning and the constant building of a community’s capacity to take on more - there is no finite end point in the process of community empowerment.

What is community empowerment? – the local context

The Haringey Strategic Partnership (HSP) is committed to making sure that people in Haringey can have their say, are listened to, and are involved in making decisions. The HSP is a partnership of local public agencies, community groups and businesses working together to improve public services and address the key issues in the borough

The HSP’s aim is to improve public services in the borough through partnership working. They are doing this is through **Haringey’s Community Engagement Framework**. The Framework includes clear principles for HSP organisations to use when carrying out community engagement in Haringey. These are to:-

- Work in partnership to join up engagement activities
- Engage when it will make a difference
- Engage with all communities
- Build capacity of communities
- Communicate results of engagement activities

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following indicators, which will allow ongoing measurement and monitoring of community empowerment in the NDC area:

- NI1: % of people who believe people from different backgrounds get on well together in their local area
- NI4: % of people who feel they can influence decisions in their locality
- NI6: Participation in regular volunteering
- NI7: Environment for a thriving third sector
- NI21: Dealing with local concerns about anti-social behaviour and crime by the local council and police – proxy % of people who feel well informed about what the council is doing to tackle anti-social behaviour
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

Who is the Plan for?

The NDC Community Empowerment Plan is intended for all agencies that have an interest in the Bridge New Deal for Communities Area, the NDC Partnership Board and for all the communities of the NDC area.

There are a number of ways in which communities can become more empowered:

- By more effective engagement as service users;
- By taking a more active part in the controlling structures of organisations that provide services;
- By taking direct control of resources – budgets, housing, community buildings, land and so on;
- By being more actively involved in democratic processes.

This Plan sets the strategy for a sustained long term involvement of local communities in influencing and shaping policy which will have an impact in their local area (the NDC area). They cover the key areas of health, social care and well being, neighbourhood services, education, employment and enterprise, all of which will be affected positively by empowered and engaged communities.

It is closely linked to **Haringey's Community Engagement Framework** and takes account of local needs and lessons learnt from the NDC experience. It sets out a number of new and existing practical actions which the NDC is working on and which underpins the process of community empowerment, these actions are designed to help partners and local communities of the NDC area to be involved in influencing and decision making processes over the coming years.

The Bridge New Deal for Communities – Draft Community Empowerment Plan

Activity	Partner Organisations	Evidence of Commitment	Sustainability timescale	Beneficiaries
Greater involvement in service and development and delivery by local communities	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Alignment with Haringey Community Engagement Framework. Participation in Haringey Community LiNK meetings. Participation in user consultation groups and focussed meetings	Ongoing	Local partners, local communities
Training and support for NDC resident Board members	NDC Partnership Board, Bridge Renewal Trust and HAVCO	Training for resident board members has started, this will continue until 2010. It is envisaged that the successor body (The Bridge Renewal Trust) will continue to work with HAVCO to train and capacity build resident board members	Ongoing until March 2011	Local partners, local communities
Greater involvement in taking up civic roles such as school governors, non executive directors and councillors	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Alignment with Haringey Community Engagement Framework and Haringey Civic Engagement Agenda. Information on NDC website and newsletters	Ongoing	Local partners, local communities
Improved	LB Haringey, Haringey	Alignment with Haringey Community	Ongoing	Local partners,

communication and information provision by service providers	LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Engagement Framework		local communities
Greater involvement in local statutory partnership boards	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Alignment with Haringey Community Engagement Framework Alignment with LAAs Engaged with Haringey Community LiNK	Ongoing	Local partners, local communities
Promotion of role of Young Advisors within mainstream service providers	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.		Ongoing	Local partners, local communities

APPENDIX 2.3 NDC ASSET REGISTER AND FUTURE MANAGEMENT STRATEGY

No	Description	Purchase Date	Net Cost £	Net NDC Grant £	Serial Identification No	Project Name	Asset Owner/ Person Acquired	Location of Asset	Location of Title Deed	Date of Disposal	Sales Proceed £	Name and address to whom	Owner of asset after Succession & Legacy	Date of ownership after Succession & Legacy	Management of Asset	Sale value on transfer of asset (method of agreement in principle)
1	Traffic calming works for Tiverton Estate	31/03/03	£ 214,878.00	£ 214,878.00	N/A	Tiverton Road Estate Traffic Calming	LBH-Shirna Senthishivan	Tiverton Road	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	Lighting improvements Vary Road	31/03/04	£ 40,000.00	£ 40,000.00	N/A	Vary Road	LBH-Neil Hutchinson	Vary Road	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3	Group repair works	31/03/04	£ 753,450.00	£ 50,000.00	N/A	The Bridge Renewal Area	LBH-Sieve Russel	NDC Area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4	Lighting Improvements Tiverton	30/04/03	£ 51,812.00	£ 51,812.00	N/A	Safe and Secure Routes - Lighting Improv	LBH-Seán Burke	NDC Area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5	Stone Improvements	31/03/04	£ 70,183.00	£ 70,183.00	N/A	Safety & Comfort in the Home	LBH-Sieve Russel	Homes in the NDC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6	Reimbursement to Habbury R	31/03/04	£ 138,601.00	£ 128,036.00	N/A	Creating the Bridge	LBH-Dave Morris	Pulford Road	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7	Reimbursement of Pulford Road	31/03/04	£ 316,400.00	£ 60,000.00	N/A	Pulford Road Family Resource Centre	LBH-Lucina Trederick	Pulford Road	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8	Purchase lease for health centre	31/03/04	£ 3,850,000.00	£ 3,850,000.00	N/A	The Laurels Healthy Living Centre	LBH-Zena Brabazon	The Laurels Healthy Living Centre, St Ann's Road	LBH	N/A	N/A	N/A	N/A	N/A	N/A	N/A
9	Training Room	31/03/05	£ 125,000.00	£ 125,000.00	N/A	St Ann's Training Room	LBH-Linda Boole	St Ann's School	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10	Health centre equipment	31/03/05	£ 74,921.70	£ 74,921.70	N/A	Health Centre Capital Costs	LBH-Ann- Marie Connolly (PCT)	The Laurels Healthy Living Centre	LBH	N/A	N/A	N/A	N/A	N/A	N/A	N/A
11	Vehicle purchase	30/06/04	£ 16,374.13	£ 13,960.00	Chassis No : WFOVXXBDFV3J 13980 Registration No : AK53 GEX	First Step Trust Health Centre Café	LBH- Peter Ives (First Step Trust) LBH & Homeowners - Sieve Russel	The Laurels Healthy Living Centre	N/A	09/01/08	5000	Colvan, The Cool House Unit 19 Moorfield Industrial Estate, Altham, Lancs. BB5 5TX	N/A	N/A	N/A	N/A
12	Group Repair Works	31/03/05	£ 900,210.00	£ 900,210.00	N/A	The Bridge Renewal Area	LBH - Robert Watts	NDC Area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
13	Estate Improvements	31/03/05	£ 1,404,487.00	£ 730,402.00	N/A	NDC Estate Renewal	LBH - Robert Watts	NDC Area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
14	Sports & Play Improvements	31/03/05	£ 76,740.00	£ 76,740.00	N/A	NDC Sports and Play Improvements in Perks	LBH - Paula Hassall	NDC Area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
15	Lighting works	31/03/05	£ 40,000.00	£ 40,000.00	N/A	Crime Reduction Fund	LBH - Neil Hutchinson	NDC Area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
16	Building works - Children Centre	31/03/06	£ 1,686,528.00	£ 1,686,528.00	N/A	The Bridge (Triangle) Children's Centre	LBH- Dwyrynwen Steplen	Plevna site	LBH	N/A	N/A	N/A	N/A	N/A	N/A	N/A
17	Building works to Pavilion	31/03/06	£ 60,000.00	£ 60,000.00	N/A	Chestnuts Pavilion	LBH-Dwynwen Steplen	Chestnuts Park	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
18	Bridge Renewal works	31/03/06	£ 794,294.00	£ 763,000.47	N/A	Bridge Renewal	LBH & Homeowners - Sieve Russel	various	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
19	Bridge Renewal works	31/03/06	£ 294,868.83	£ 294,868.83	N/A	Bridge Renewal phase 2	LBH & Homeowners - Sieve Russel	various	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
20	NDC Estate Renewal	31/03/06	£ 5,636,397.00	£ 2,706,099.00	N/A	NDC Estate Renewal	LBH - Larry Ainsworth	various	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
21	Traffic calming road works	31/03/06	£ 549,382.00	£ 207,279.55	N/A	St John's Traffic Calming Scheme	LBH- Selvan Nimalan	various	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
22	Shop Front Improvements	31/03/06	£ 158,677.00	£ 115,558.00	N/A	Shop Front Improvements	Shop Owners - Russell Moffatt	Seven sisters road - various shops	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
23	Lighting	18/01/06	£ 30,000.00	£ 30,000.00	N/A	Crime Reduction Fund	LBH - John Forde (Met Police)	Chestnuts Park	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
24	Bus Dennis Dart 5680cc	22/03/06	£ 76,576.00	£ 76,576.00	N746E 0YR	Mable Youth Bus	LBH- Dilis Patel	Family Mosaic Office	NDC Safe	N/A	N/A	N/A	N/A	N/A	N/A	N/A
25	renewal works to public housing	31/03/07	£ 3,671,991.00	£ 896,485.00	N/A	Estate Renewal	LBH - Larry Ainsworth	various	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
26	Shop Front Improvements	31/03/07	£ 419,026.00	£ 246,893.00	N/A	Shop Front Improvement	Shopowners - Russell Moffatt Network Rail - Jane Chambers (NDC)	Seven sisters road - various shops	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
27	Renewal works to Bridge	31/03/07	£ 40,000.00	£ 40,000.00	N/A	St Ann's Bridge	LBH & Homeowners - Sieve Russel	St Ann's Bridge	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
28	Renewal works to private housing	31/03/07	£ 700,000.00	£ 250,000.00	N/A	Bridge Renewal	LBH & Homeowners - Sieve Russel	various	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
29	Building works to Childrens Centre	31/03/07	£ 2,656,790.00	£ 2,656,790.00	N/A	Bridge Childrens Centre	LBH-Alec Davis	Plevna site	LBH	N/A	N/A	N/A	N/A	N/A	N/A	N/A
30	St Ann's Library Hall part built	31/03/08	£ 519,980.00	£ 519,980.00	N/A	St Ann's Library Hall	LBH-Mun Thong Phung	St Ann's Library, Cissbury Road	LBH	N/A	N/A	N/A	N/A	N/A	N/A	N/A
31	Chestnuts Park renovation	31/03/08	£ 670,000.00	£ 300,000.00	N/A	Chestnuts Park	LBH-Jan Wilson	Chestnuts Park	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
32	Estate Renewal works	31/03/08	£ 1,657,256.00	£ 1,254,911.00	N/A	Estate Renewal	LBH-Larry Ainsworth	Tiverton Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
33	Manchester Gardens renovation	31/03/08	£ 244,380.00	£ 234,380.00	N/A	Manchester Gardens	LBH-Jan Wilson	Manchester Gardens	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
34	Sir Fred Mssr Access renovations	31/03/08	£ 117,698.85	£ 117,698.85	N/A	Sir Fred Mssr Access	LBH- Tim Clark	Sir Fred Mssr Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
35	renovations	31/03/08	£ 205,148.21	£ 205,148.21	N/A	Sir Fred Mssr Frontage	LBH- Tim Clark	Sir Fred Mssr Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
36	renovations	31/03/08	£ 133,698.85	£ 133,698.85	N/A	Tiverton Estate Facilities	LBH- Tim Clark	Tiverton Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
37	Plevna/ Heiston Gating	31/03/08	£ 20,000.00	£ 20,000.00	N/A	Crime Reduction Fund	LBH- Sean Sweeney	Plevna Crescent	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
38	Wards Corner site acquisition	31/03/08	£ 5,826,706.00	£ 874,343.00	N/A	Wards Corner	Granger - Geoffrey Osen (NDC)	Wards Corner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
39	St Ann's Library Hall part built	30/03/08	£ 431,000.00	£ 426,000.00	N/A	St Ann's Library Hall	LBH-Mun Thong Phung	St Ann's Library, Cissbury Road	LBH	N/A	N/A	N/A	N/A	N/A	N/A	N/A
40	Sir Fred Mssr Access	31/03/09	£ 7,549.00	£ 7,549.00	N/A	Sir Fred Mssr Access	LBH- Tim Clark	Sir Fred Mssr Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
41	Sir Fred Mssr Frontage	31/03/09	£ 24,651.00	£ 24,651.00	N/A	Sir Fred Mssr Frontage	LBH- Tim Clark	Sir Fred Mssr Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
42	Tiverton Estate Facilities	31/03/09	£ 34,564.00	£ 34,564.00	N/A	Tiverton Estate Facilities	LBH- Tim Clark	Tiverton Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
43	Edgocot Grove Multi Use Games Estate Renewal works	31/03/09	£ 110,000.00	£ 110,000.00	N/A	Edgocot Grove MUGA	LBH- Jeremy Shapiro	Edgocot Grove Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
44	The Bridge Renovation	31/03/09	£ 100,000.00	£ 300,000.00	N/A	Estate Renewal Phase 3	LBH- Jeremy Shapiro	Fred Mssr Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
45	Tiverton Youth Hut renovation	31/03/09	£ 1,030,000.00	£ 1,030,000.00	N/A	The Bridge	LBH- Jeremy Shapiro	Network Rail - Sharon Lee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
46	Wards Corner site acquisition	31/03/09	£ 1,030,308.00	£ 1,030,308.00	N/A	Bridge (intergenerational Hub	LBH- Jeremy Shapiro	Network Rail - Sharon Lee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
47	Wards Corner site acquisition	30/03/08	£ 36,295,527	£ 21,759,601	N/A	Wards Corner	Granger-Geoffrey Osen (NDC)	Wards Corner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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Appendix 2.4 Succession Strategy Risk Register

ID	Risk Description	Nature of Identified Risk (Political, economic, commercial)	Risk Owner	Impact if risk occurs	Probability of risk occurring	RAG Status	Mitigation Action/Escalation Plan
NDC Successor Body							
R-1	Risk that the Charity application for the successor body is not successful	Political	The Bridge Renewal Trust	H	L		This is unlikely. The Board of Trustees will review and amend the objects and activities to ensure desired public benefit to the satisfaction of the Charity Commission
R-2	Risk that governance arrangements for the successor body is not fit for purpose and fails to support the objectives of the succession plans.	Political	The Bridge Renewal Trust	H	L		Organisational structures and governance are robust and Objects are appropriate. The composition of the Board of the Trust in terms of Board members' mix of skills has been determined against the identified skills needed, and the Board will be selected and appointed on the basis of skills gaps, nomination by key partners agencies such as the Council, PCT and Mental Health Trust, and community leaders. Protocol for reviewing new projects to ensure consistency with objects, powers and terms of funding.
R-3	Risk that The Bridge Renewal Trust does not have the capacity to take over and manage the asset	Political and economic	The Bridge Renewal Trust	H	L		Review clear definition of the required people resource and capabilities required Review and recruit relevant skills to the Board of Trustees Update an organisational development plan and adopt relevant quality standards.
R-4	Risk that The Laurels asset is not managed effectively and remains under-utilised	Political and economic	The Bridge Renewal Trust	H	L		Review viability of business plan and improve on partnership working and community engagement
R-5	The Laurels asset is not used in the public interest- taken over by an unrepresentative or unaccountable minority. Access to the asset is not inclusive	Political	The Bridge Renewal Trust	H	L		Ensure Board of Trustees has relevant representations from the community (community-led); review and update composition of user stakeholder group.
R-6	Risk that PCT/NHS Haringey policies change and it no longer requires the use of the Laurels centre as an accommodation	Political	NHS Haringey	H	L		NHS Haringey has a 25 year lease agreement to use the Laurels and pays rental income which is gifted to the NDC/successor body.
R-7	Risk that the Trust is unsuccessful in securing the projected income through commissioning, grant and bid funding	Political and financial	The Bridge Renewal Trust	H	L		Modest income projections until The Trust is fully established Establish a diverse income stream Build expertise and capability within the team re: securing funding/building relationships etc Prove track record of delivery, and the contribution the Trust can make to LAA and NHS Haringey targets
R-8	Risk that further assets are not forthcoming	Political and economic	The Bridge Renewal Trust	M	M		Demonstrate to London Borough of Haringey that the Trust is not just 'a safe pair of hands' but also innovative by making a success of the Laurels as a community facility. Strong and effective governance
R-9	Risk that The Trust lacks direction, strategy and forward planning	Political (governance / management)	The Bridge Renewal Trust	M	L		Creation of a strategic Plan which sets out key objectives, aims and policies.; taking into account feedback from beneficiaries to refine the strategic plan
R-10	Risk that Trust members lack of relevant skills or commitment	Political (governance / management)	The Bridge Renewal Trust	M	L		Skills review, competence framework, trustee training and strong recruitment process.
R-11	Risk that there is no compliance with statutory legislation and regulations	Political (governance / management of compliance)	The Bridge Renewal Trust	H	L		Identify key legal and regulatory requirements, allocate responsibility for key compliance procedures, compliance monitoring and reporting, compliance reports from Regulators, auditors and staff.
R-12	Risk of bad reporting to the Trustees (risk of poor quality decision making and risk of failure of Board to fulfill its control functions)	Management	The Bridge Renewal Trust	H	L		Robust strategic planning, objective setting and budgeting processes. Timely and accurate project, financial and performance reporting, adequate project assessment procedures, regular contact between trustees and managers.
R-13	Risks that contract are not adhered to.	Operational	The Bridge Renewal Trust	H	L		Cost/project appraisals procedures in place, authorisation procedures, professional advice on terms and conditions, performance monitoring arrangements, insurance cover.
R-14	Risk that there is lack of customer satisfaction	Operational	The Bridge Renewal Trust	M	L		Quality control procedures, complaints procedures and benchmarking of the service.
R-15	Risk of competition (loss of contracts income, reduced fund raising potential, reduced profile, unsatisfactory returns)	Operational	The Bridge Renewal Trust	M	M		Monitoring performance and quality of service, review of market and methods of service delivery, fund-raising strategy, public awareness profile, monitoring of the adequacy of financial returns achieved.
R-16	Risk of high staff turnover	Operational	The Bridge Renewal Trust	M	L		Recruitment, interview and assessment process, open competition appointment for key posts, performance appraisals, consideration to rates of pay, training, working conditions and job satisfaction.
R-17	Risk of poor health and safety and working environment	Operational	The Bridge Renewal Trust	M	L		Compliance with H&S law and regulation, regular checks by experienced H&S officers.
R-18	Risk that information systems fail to meet operational needs, loss of data and lack of technical support	Operational	The Bridge Renewal Trust	M	L		System needs and options analysis, security and authorisation procedures, service support contracts and disaster recovery procedures.
R-19	Risk of poor budgetary control and financial reporting	Financial	The Bridge Renewal Trust	M	L		Budget link to business plan and objectives, timely and accurate financial reporting, robust costing procedures for service delivery, adequate skills set to interpret and produce budgetary and financial reporting and review /action cashflow variances.
R-20	Risk of fraud (financial loss, reputational risk and impact on funding)	Financial	The Bridge Renewal Trust	H	L		Financial control procedures in place, authorisation limits, security of assets and insurable risks.
R-21	Risk of poor public perception	Environmental / external factors	The Bridge Renewal Trust	M	L		Communication with supporters and beneficiaries, PR training procedures where necessary.
R-22	Risk of adverse publicity	Environmental / external factors	The Bridge Renewal Trust	H	L		Complaints procedures, proper regular reviews of the procedure and crisis management skills applied for handling consistency of key messages.

ID	Risk Description	Nature of Identified Risk (Political, economic, commercial)	Risk Owner	Impact If risk occurs	Probability of risk occurring	RAG Status	Mitigation Action/Escalation Plan
NDC Succession Strategy							
R-1	Risk that the outcomes to be delivered are not appropriate for the NDC area and the community it serves.	Political and economic	Haringey Strategic Partnership (HSP)	H	L		NDC succession outcomes are linked to LAA and the HSP outcomes. The HSP Performance Management Group will review outcomes from the NDC area as part of the borough-wide performance and take steps to amend outcomes based on performance data received.
R-2	Risk that the community does not continue to be empowered and community leaders are not supported.	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and ensure effective implementation of the NDC Community Empowerment Plan which is closely linked to its own Community Empowerment Framework. The Council will work with HAVCO, the local CVS, the Bridge Renewal Trust and key partners to empower residents and support community leaders. In future, the successor body will review governance and ensure adherence to this principle.
R-3	Risk of a future disagreement about agreed split of responsibilities in continuing NDC activities/projects/services (between the successor body, the Local Authority, LSPs and other partners).	Political and economic	Haringey Strategic Partnership (HSP)	H	M		Continuing NDC activities/projects/services have been linked to LAA and partners' improvement plans. The HSP Performance Management Group will review LAA roles and responsibilities including in the NDC area as part of the borough-wide performance and take steps to agree split of responsibilities based on performance/capacity information received.
R-4	Risk that governance arrangements to support the objectives of the succession plans fail.	Political and economic	Haringey Strategic Partnership (HSP)	H	L		Haringey Strategic Partnership (HSP) will provide mutually supportive roles between the Local Authority, other delivery partners and The Bridge Renewal Trust. This commitment is accompanied by a statement of how the partners will interrelate into the long term and work together in the future to monitor delivery and refine the succession strategy as necessary under the steer of the HSP Performance Management Group.
R-5	Risk that successful NDC projects are not mainstreamed to the extent that will make a difference to local residents	Political and economic	The Bridge Renewal Trust	H	L		Undertake further negotiations with identified partners and agree achievable targets based on partners' improvement targets. Review LAA alignments and seek further HSP commitment.
R-6	Risk that projects that have been mainstreamed to the Council fail or do not benefit NDC area residents into the long term	Political and economic	London Borough of Haringey	H	L		Haringey Council will promote and intensify community involvement in the development and delivery of the projects or services.
R-7	Risk that assets that have been mainstreamed to the Council including proceeds of any disposals will not be used to benefit NDC area residents into the long term	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and intensify community involvement in the management of the assets through Management Advisory Boards (MABs) such as currently operating at the Triangle Centre and St Ann's Library Hall. Proceeds of any asset disposals will be used to provide alternative community benefit for the NDC area residents.
R-8	Risk that assets that have been mainstreamed to the Council are not properly maintained.	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and set aside sufficient maintenance funds.
R-9	Risk that the ideas and initiatives contained in Neighbourhood Plan for Seven Sisters is not taken forward	Political, economic and commercial	London Borough of Haringey	H	M		Promote the ideas and projects to developers and key partners; Encourage and support applications for funding through LDA, EU and other sources



APPENDIX 2.5a

Business Plan for The Bridge Renewal Trust June 2009 - March 2019

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1. The Vision, Goals and Objectives of The Bridge NDC Successor Body

This is the business plan for The Bridge Renewal Trust (hereafter called the Trust) operating in the Seven Sisters area of South Tottenham. The plan is for a 10 year period commencing in July 2009 to June 2019.

The Trust is the asset holding successor body for The Bridge NDC which will come to an end in March 2011. It will encompass the Laurels Healthy Living Centre as a physical asset and with a broader remit to address health and wellbeing priorities in the area.

The business plan follows extensive consultation with:

- The Bridge NDC project team
- The Bridge NDC Board
- Key stakeholders including the Teaching Primary Care Trust (TNHS HARINGEY), the London Borough of Haringey, the Mental Health Trust, the Local Strategic Partnership, HAVCO and the Learning and Skills Council (LSC).
- Residents
- Voluntary and community organisations, particularly those focusing on health and wellbeing.

All of the issues discussed, pointed to a clear role for a successor body that builds on the success of The Bridge NDC, initially using The Laurels Health Living Centre as its core platform, and which bridges the gap between the local community and health and social care services.

The vision for Trust is:

To significantly improve the health and wellbeing of people living in Seven Sisters by making it easy for them to influence, access and use integrated and relevant services.

We will act as a delivery catalyst to supplement the efforts of our partners to provide effective, responsive and innovative health and social services in Seven Sisters, within our diverse and often hard to reach communities.

We will represent the voice of our community in building pathways for optimum delivery of services to impact on the wider determinants of health, including housing, crime and employment.

The Trust will be set up as a **company limited by guarantee** with **charitable** status. The purpose of the Trust is for the benefit of the community and is captured in its charitable objects as follows:

- to promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London ("the Area of Benefit"); and

- the relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment; and
- to relieve and prevent poverty amongst people living within the Area of Benefit; and
- to further or benefit the residents of the Area of Benefit [and the surrounding neighbourhood,] [without distinction of sex, sexual orientation, race or of political, religious or other opinions] by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

The Trust will achieve its aims by undertaking the following activities:

(1) Constantly review and develop The Laurels Healthy Living Centre as a place for the delivery of responsive health-related services for local residents. The Charity will work with the community and service providers to facilitate delivery of health services that local people require. Services will include GP Services, Development Checks, Dietetics, Family Planning, Midwives, New born hearing screening, Speech Therapy, Spirometry, Counselling, Health Visitor sessions and Camidoc, Footcare, Phlebotomy, Diabetic clinics, Baby Immunisations and early stage therapy for mental health with services that target disadvantaged communities.

(2) Deliver range of preventative health, wellbeing and social care services at the Laurels Healthy Living Centre and through outreach including Health advice- delivered in culturally sensitive ways, Nutrition and dietary advice- healthy eating, Substance misuse and addiction services, Counselling services, Language support, Advocacy, Complimentary therapies and Welfare rights.

(3) Provide affordable accommodation at the Laurels Healthy Living Centre and other support services to the voluntary and community sector, particularly small local groups.

(4) Provide advocacy and voice for the community by acting as an 'honest broker' between the community and service providers such as London Borough of Haringey, the NHS Haringey, The Mental Health Trust and other statutory bodies and agencies. This role will be achieved through the composition of the Board of the Charity and through the creation of service user participation groups to that will assist with service development that meet local needs. The Charity will be a key channel for the statutory bodies to reach the communities living in the area.

(5) Tackle worklessness by providing education, employment and training services to young people and adults in need of such services

(6) Create employment opportunities for unemployed people through the provision of business advice, support and training in order to set up and retain own businesses.

(7) Promote public safety and prevent crime through public education and awareness projects.

(8) Improve quality of life and create employment and training opportunities for disadvantaged and unemployed local residents by promoting social, physical and economic development of the area.

Specifically, the advocacy and 'community voice' roles of The Trust will involve:

- Holding assets for the benefit of the Community.
- Based at the Laurels, it will build a mix of service delivery, and make the Laurels into a vibrant local centre for the community
- It will work beyond the Laurels, outreaching to the community and working with a wide range of voluntary and community groups on health and social care matters. Through bidding for outside project funding it will increase the breadth and depth of services on offer
- It will be a key channel for the statutory bodies to reach the communities living in the area, since it will be able to find new routes to match the needs of the users with provision
- It will be a further way to represent the community voice to key strategic bodies in Haringey, and in this way be able to bend and influence the delivery of services
- It will work with community, voluntary bodies and social enterprises of all sizes to offer a responsive and innovative mix of services out of the Laurels and beyond and it will work with new and growing social enterprises to build their capacity
- It will work with Haringey Council, NHS Haringey and Mental Health Trust to act as a catalyst and pathfinder for new routes to access disadvantaged communities and individuals.
- It will be in a unique position close to the point of delivery; to monitor the quality fit and mix of services delivered.
- It will focus on outcomes for individuals, and thus make an active contribution to Local Area Agreement (LAA) targets for the Seven Sisters neighbourhood.

The Wider determinants of Health

The Trust will focus initially on health and wellbeing issues. This makes sense given the physical asset of The Laurels, existing services and the priorities for health in terms of the need for longer term interventions to achieve desired health outcomes. As the Trust becomes more established, it will broaden its remit to address some of the wider determinants of health, for example, skills and employment, and housing.

In tandem, the Trust will acquire other physical assets where these add to the services provided to the community, and once its record of delivery and reliability has been established.

2. The Context

2.1 The Bridge NDC

The most widely recognised achievements of the NDC have been in the creation of physical assets, such as The Laurels, and The Triangle Children's centre. These are seen by residents and stakeholders alike as the most recognisable and lasting legacy. The community would also claim a greater feeling of safety, and a pleasanter local environment, whilst recognising that the area still has a way to go on these measures.

Most interestingly, the community have greatly valued the feeling of involvement and consultation in their own neighbourhood, and feel they have been able to influence initiatives in the locality. The NDC has helped to build a community spirit and now has a group of local residents who are committed to making a difference, and 'looking out for one another'.

The NDC has developed effective means of community engagement and empowerment. We have therefore built into the governance plan for the successor body, transparency and accountability which ensure resources and assets are used for the benefit of the local community. Securing charitable status for the successor body will provide a suitable asset lock to ensure that any assets held are protected for this purpose.

2.2 Health and Wellbeing in Haringey

The NDC area of Haringey remains an area of significant health issues and inequalities:

- The population is very transient and this creates both challenges and opportunities for the successor body.
- A large population of people are not accessing health care
- A significant percentage of people have language needs
- A large percentage of refugees and asylum seekers with associated health issues
- High rates of mental health issues- associated with a migrant population and high unemployment
- Male life expectancy is 1.8 years below the national average, a reflection of the socio-economic status and deprivation within the area.
- High rates of diabetes – in some parts of Haringey this is twice the national average
- Excess of deaths from heart disease and cancer in the in the 20-64 year age groups
- Higher rates of obesity among children than the national average (21.6% compared to 17.3% nationally)
- A large number of people with conditions that would benefit from treatment but a lack of awareness of what is available. The needs therefore remain unmet.

2.3 Health- the national context

The January 2006 White Paper 'Our Health, Our Care, Our say' recognises that there is growing evidence that, where people are actively involved in choosing services and

making decisions about the kind of treatment and care they get, the results are better. In addition, as the Health agenda moves towards asking people to take more responsibility for making choices in their lives that will promote their health and independence, they should have a greater say in the services provided.

People have clearly stated that they want more convenient local health and social care services. They want different services more closely integrated to meet their needs, with better information provided to the people who use the services. The new emphasis on prevention will help close the health inequalities gap, which is all too evident in the very transient populations of the NDC area.

Better links between health and social care are becoming an essential platform for more effective service delivery, as is innovation in delivery mechanisms, which will include a greater role for smaller, local organisations, social enterprises, and voluntary bodies, to meet local needs. A focus on prevention rather than cure will put more control into individuals' hands.

Similarly the move towards practice based commissioning, allowing GPs to commission services most appropriate to the particular local needs will act as a driver for more responsive and innovative models of joined-up support within communities, delivering better health outcomes and well-being, including a focus on prevention. It will be in the interests of primary care practices to develop more local services, which will provide better value for money.

The national context is for more joint commissioning between the NHS HARINGEYs and local authorities to achieve greater integration between primary and social care. A joint commissioning framework and shared outcomes will underpin this approach and the Local Area Agreement, a key mechanism for joint planning and delivery.

The national priorities are reflected in Haringey's Well Being Strategic Framework 2007-2010 which sets out 7 key outcomes:

- Improved health and emotional wellbeing
- Improved quality of life
- Making a positive contribution
- Increased choice and control
- Freedom from discrimination or harassment
- Economic wellbeing
- Maintaining personal dignity and respect

The Laurels Healthy Living Centre has been selected by NHS Haringey as one of three 'polyclinics' in Haringey. Polyclinics are intended to be the place where most routine healthcare needs are met and the "main stop for health and wellbeing" Polyclinics are planned to offer access to antenatal and postnatal care, healthy living information and services, community mental health services, community care, social care and specialist advice-all in one place.

Currently 15000 patients are registered with the GPs based at The Laurels and in two year's time this will have risen to 20 000. NHS Haringey would like to see the Laurels become a 'one-stop-shop' for local healthcare needs.

2.4 The people who live in the community - their vision

The local residents have certainly felt the influence of the NDC initiative in the area – not just in the physical developments and improvements, although they are very visible, but in such things as:

- The focus on the elderly has helped to build the social networks which go to the heart of a strong community.
- Healthy eating awareness
- Access to and awareness of a greater range of local services
- Physical activities for children and young people, which has contributed to wellbeing, self-esteem, and provided external role models, which it is hoped will contribute to employment ambitions.
- The residents feel consulted and more included. They place a high value on the feeling of having some influence over their own neighbourhood.

The local community is hoping that The Laurels will be a base for fully integrated excellent health and social care (for South Tottenham or part of it) that genuinely helps people to keep healthy, and acts as a 'one-stop-shop' for their day-to-day health needs.

The NDC has already been able to influence the delivery of mainstream NHS Haringey services out of the Laurels, and in response to community demand, foot care and phlebotomy services have moved there from April 2008. This is seen as a significant improvement, and a very strong example of the effective representation that The Bridge NDC can provide on behalf of the community. The community feel that there are many services which they would like an organisation like The Bridge NDC to help provide:

- More information – what services are available and where / how to access them, with shorter waiting times
- Social networks and support groups – residents want an environment where people look out for each other
- Health promotion and education – whilst more has been done, particularly in schools, people, particularly children, are still making poor choices
- Worklessness – continues to be high and creates complex social and well-being issues
- Someone should be able to integrate better the initiatives taken in hospitals, schools, and the council
- Alcohol – is still causing a lot of problems in the neighbourhood, but also for families
- Residents want to be involved, in the community, or through voluntary organisations
- Services for older people
- Health services should be provided within the community:
 - For the elderly
 - In managing long term conditions
 - Screening services
 - Footcare
 - Services for young people
- A feeling of greater safety – which has clear links to well being and mental health

2.5 The Voluntary and Community Sector (VCS)

There are many community and voluntary groups in Haringey with a focus on improving health and wellbeing in the borough. Some of these are local arms of large well known charities, others are small and are responding to the specific needs of the local community.

The VCS Wellbeing Theme Group brings these organisations together to consult on and influence the Haringey Strategic Partnership and its members on health and wellbeing priorities in the borough. HAVCO as the community and voluntary infrastructure organisation in Haringey work with the sector to build their capacity and assist with funding applications and quality matters. They recognise that the challenges for many voluntary and community groups remain premises- having a recognisable “shopfront” and funding. HAVCO can see a valuable role for the Trust as being an effective intermediary between the statutory and other funders and the community and voluntary groups on health and wellbeing issues. Some voluntary and community groups utilise space in The Laurels and this has proven successful in being able to access their target clients. Historically, the rental was free to the group but more recently a charging structure has been introduced - moving to a position over time of full cost recovery.

2.6 What this means for the successor body- The Trust

All of these factors point to a clear role for The Trust as the successor body. A role which:

- Builds on the successes of the NDC programme and fully utilises its assets, specifically The Laurels Healthy Living Centre. In time, further assets could also be built into this model.
- Works to address the health and social care priorities in the area through the Laurels and through other channels
- Works to assist the Local Authority, NHS Haringey and the MHT meet their objectives through greater involvement of the community
- Supports and facilitates voluntary and community organisations to address the health and social care priorities

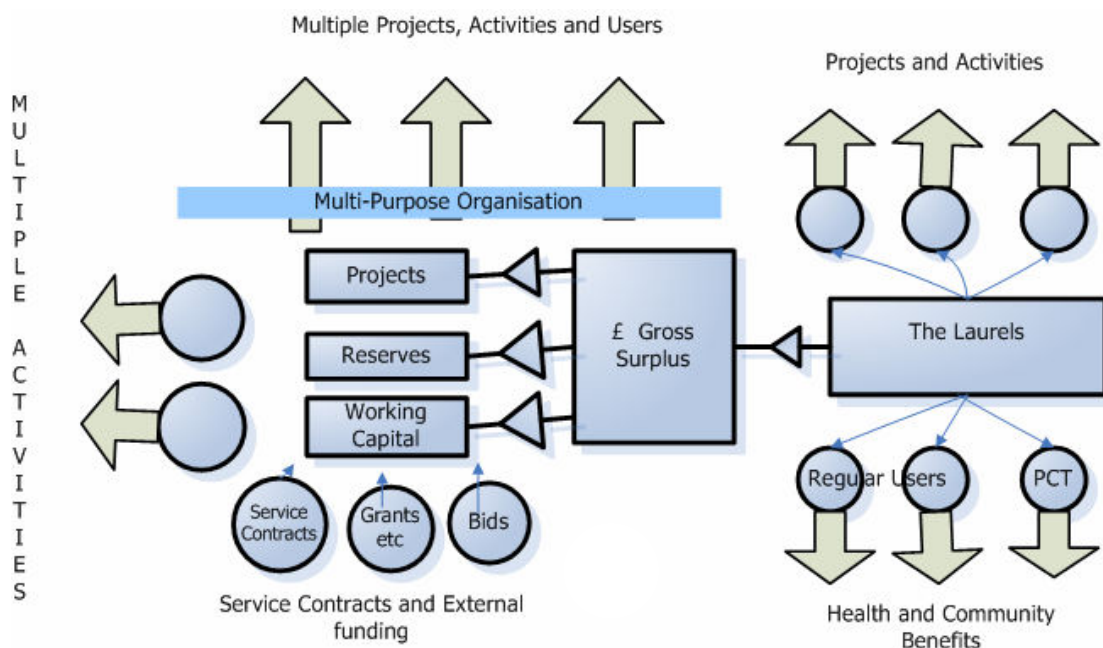
Its role will over time broaden to address other factors which collectively impact on the health and wellbeing of the community –particularly skills and employment.

3. The Operational Plan

This section sets out what The Trust will do and the services it will deliver. It outlines how the organisation will operate and work with its key partners.

The successor body will operate as a community organisation. Community-based organisations provide an important alternative, bottom up, self-help approach that complements the interventions of most external agencies. The existence of strong sustainable community-based organisations offers significant benefits to public sector service providers. These agencies have the knowledge that there are organisations working locally that can tap into resources and networks that are not open to them. The activities that these organisations undertake can forestall the call on their services, complement those that they deliver, and provide early warning signs of changing needs.

The Trust will therefore be a multi-purpose organisation, as recognised in the recently published work on Community Assets, and Community Ownership⁽ⁱ⁾ It will have a range of income sources, whilst maintaining a very simple internal structure.



After 'Community Assets: the benefits and costs of community management and Ownership, Stephen Thake, Reader in Urban Policy, Centre for Social and Evaluation Research, London Metropolitan University
www.communities.gov.uk/publications/communities/communityassets

The income sources will be:

- Income from leasing space in the Laurels Healthy Living Centre to regular users such as primary care services
- Income from the rental of space to enable multiple projects, activities and users to deliver services within the remit of The Trust. These could be social enterprises, community groups, or commercial tenants.
- Delivery of service contracts for the statutory agencies and other organisations
- Income from grants

In order to take on contracts on a commercial basis, the new organisation will:

- Meet the necessary quality criteria, by putting in place appropriately experienced, skilled staff, management structure and quality assurance procedures. These are further detailed in Sections 8 and 10.
- Demonstrate commercial viability through this Business Plan. The financial projections are detailed in Appendix 1.
- Show evidence of sound governance, and clarity of purpose, through having well-defined roles, and structural safeguards for the protection of the community assets and utilisation of surplus generated.

3.1 The Services

The Trust will deliver the following services. It will have the flexibility to extend beyond the strictly delineated geographic boundaries of the NDC. These boundaries have caused some on-the-ground anxieties for residents marginally outside the area, but equally in need. A 'greying' of the existing boundaries will be helpful to all. It will be a community facility open to who ever needs to access it.

(1) The Laurels Healthy Living Centre as a place for the delivery of NHS Haringey and Mental Health Trust services

These services are already in place and will grow to reach more people and to provide a wider range of services. This development is in line with the intention to develop the Laurels into a polyclinic. NHS Haringey would like to extend the services provided at the Laurels as do the Mental Health Trust.

The existing services are:

GP Services
Development Checks
Dietetics
Family Planning
Midwives
New born hearing screening
Speech Therapy
Spirometry
Counselling
Health Visitor sessions
Camidoc

The NDC has already influenced an increase in the availability of NHS Haringey services, in line with resident wishes. From April 2008 the following services became available at The Laurels:

Footcare
Phlebotomy
Diabetic clinics
Baby Immunisations

The Mental Health Trust (MHT) is also looking to offer early stage therapy from The Laurels. This will involve a full time clinical technician plus a room with 3-5

computers. They would be able to treat approximately 20 patients per day. In particular the MHT need to offer services to the large Turkish and Kurdish population in the area where they know there are high rates of depression and domestic violence.

(2) The delivery of preventative health, wellbeing and social care services through the Laurels Healthy Living Centre and through outreach

The preventative health, wellbeing and social care issues will include:

- Health advice- delivered in culturally sensitive ways
- Nutrition and dietary advice- healthy eating
- Substance misuse and addiction services
- Counselling services
- Language support
- Advocacy
- Complementary therapies
- Welfare rights

The Trust will maximise the use of the space within the Laurels to both deliver these services directly and importantly through other organisations- using the community and voluntary sector as much as possible. It will not be enough to rely on people coming in to the Laurels and outreach services will be essential to reach those people particularly hard to reach. The Trust will promote volunteering and support people in the community to fulfil this important role.

(3) Providing accommodation, space and other services to the voluntary and community sector

This builds on the current practice whereby voluntary and community groups utilise the NDC space within The Laurels. Historically this was rent free but latterly a rental model has been introduced to move to a full recovery position. The Trust will maximise the utilisation and occupancy of the space available to the voluntary and community sector while achieving competitive rates for rental income. The Trust will extend its operating hours to operate longer in the evening and over the weekend. This responds to feedback from the community and in addition opens its doors to a wider range of organisations as well as the community. In addition to the rental of space, the Laurels will accommodate events, workshops and drop-ins which a wider range of organisations can utilise. When referring to voluntary and community groups we are talking about small local groups as well as larger organisations with local representation.

The existing Café space will be a key feature of the accommodation and service package. There needs to be a review of the need for a café as apposed to a pharmacy. The financial forecasts assume income for rent of the café space.

The shared community room will be rented to five not for profit organisations working on health, well being or social care issues with the local community. This space at an affordable rate gives these organisations a base from which to operate and provides easy access for the community.

The other rooms will be available on a sessional basis. The Trust will market these to a wide range of charities, the community and voluntary sector, statutory bodies and private companies. The following are given purely as examples of how organisations might use the facilities, in what ways and importantly how these meet the vision of the Trust. There are no firm commitments in place from any of the organisations mentioned. These are proposed by way of example of the kind of services the Trust might consider.

- Healthy Living Advisers to run events and surgery sessions for parents and children

The rate of obesity among children is higher than the national average

- MIND to hire the meeting room on a regular basis for people experiencing depression

There are high rates of mental health needs in the area

- Age Concern to hire a consulting room to hold surgery sessions with older people giving them advice on benefits and other support

- St Mungos to hire a consulting room on a weekly basis for a GP to meet with homeless people advising them on health matters

The population is very transient

- The Alzheimer Society could hire the café and surrounding area for a drop in for people and their families

- The Café could be used to do healthy eating talks and demonstrations

Helping to tackle the obesity problem

- The Citizens Advice Bureau could do regular surgery sessions as could other organisations giving advice and information- perhaps to certain community groups and in the appropriate language.

A significant percentage of people have language needs

- A refugee/asylum seeker support group could provide advice on health and social care.

There are a large percentage of refugees and asylum seekers with associated health issues

(4) An Advocacy and Voice for the community

The Trust will represent the community on health and wellbeing issues in liaison with the London Borough of Haringey, NHS Haringey and MHT and other statutory bodies and agencies. Similarly they will provide an access channel to the community for these bodies. This role will be achieved through the composition of the Board of the Trust and through the creation of a service user participation group. The Trust will plan and manage regular workshops, forums and events as appropriate. The Trust will be represented on the Haringey Local Strategic Partnership.

(5) Expertise and a Coordination role

To liaise with key stakeholders on health and wellbeing matters, to tender for funding from a range of sources and manage the effective delivery of these contracts.

A key role of the Trust will be expertise to liaise with the statutory bodies, to tender for funds to deliver a wider range of services to the community and to manage the delivery of these services within the community and voluntary sector.

The Trust will work with HAVCO and support bringing the VCS together on collaborative tenders to develop the capacity of the VCS to deliver. It will identify gaps in provision and support the development of delivery channels- again using the community wherever possible. The Trust will have expertise in tendering and funding applications and in contract management and delivery.

These services will be built up over the five year period of this plan with the Laurels Healthy Living Centre as the starting point and a forecast target income by March 2016 of over £1 million.

3.2 Rental of Space within The Laurels

A key objective of The Trust will be to maximise the occupancy and utilisation of the space within The Laurels for health, wellbeing and social care services. This will extend the range of services to the community, improve access by extending the operating hours and at the same time maximise the income which can be reinvested in the community.

- The Trust will rent out the rooms in its part of The Laurels to a range of organisations working within the health, wellbeing and social care arena
- These organisations will be from the private, charitable and community and voluntary sector including social enterprises.
- We want to encourage and support a flexible use of the space and so the following arrangements will be established.
- Some space will be available for rental on affordable terms for the community and voluntary sector delivering health and well being services to the community.
- The Trust will support the establishment of new community and voluntary groups where these meet an identified need and existing gap in provision by offering space on these affordable terms and by providing additional support through the expertise of The Trust and key partners such as HAVCO.
- Some space will be available for rent on a sessional basis designed to maximise the range of organisations using The Laurels and reaching the community.

- The operating hours of the Laurels will be maximised and sessional hire will be based on the following sessional arrangements
 1. 09.00-12.30
 2. 13.30-17.00
 3. 17.30-21.00
 4. 10.00-13.00 (Saturday mornings)
- The sessional rates are detailed in Appendix 2 and have been developed following research into comparative fee structures in a range of community organisations
- The Trust will market the space to the relevant private providers and the larger charities/bodies as a key access point for the community
- The Trust will maximise the occupancy of the space over the period of this plan from 30% occupancy in year 1 to 60% occupancy by year 4. A 10% increase each year should be easily achievable.
- As previously described, the focus at the outset will be health and wellbeing and over time it may be feasible to use the space for a wider remit.
- Where The Trust is delivering services directly and using space within The Laurels to do so, the rental cost will be built into the service overheads.

3.3 Working Practices

The Trust will establish the following working practices:

- An initial small core team of 4 (3 FTE) people will operate the basic services of the Trust at the Laurels
- The Laurels Project Manager will have specific responsibility for the overall management of The Laurels Healthy Living Centre reporting to The Trust Director
- As is currently the case, facilities management will be contracted out to a management company
- NHS Haringey services delivered at The Laurels will be managed by a NHS Haringey Manager as now
- The Laurels Project Manager will manage the utilisation of the dedicated Trust space
- A Laurels Operating Guide will set out what type of organisation can use The Laurels to ensure they are aligned with the purpose of The Trust and the conditions of use.
- The Laurels Project Manager will promote the Laurels and attract a number of voluntary community organisations into the Laurels, delivering relevant services, and work with these organisations where necessary to up skill them and ensure they are self-supporting.
- The Bridge Project and Contracts Manager will work with The Bridge Chief Executive to develop and deliver a range of project and contracts.

For additional commissioned services, the Trust will:

- Recruit or contract additional people as needed
- Ensure all additional overhead costs such as space, are fully costed into the tender finances
- Strictly adhere to financial and performance reporting requirements

4. Legal Structure and Governance

The Trust will have as its purpose:

- Improved services
- Local accountability and involvement
- Social Return on Investment
- Commitment to serving the community

The Trust will be company limited by guarantee and a charity governed by a Board of Trustees. It is proposed that a maximum of 10 Directors/Trustees are drawn from a balance of the following sources:

- | | |
|--|---|
| • Local residents (including NDC Resident Board members) | 4 |
| • London Borough of Haringey | 2 |
| • NHS Haringey | 1 |
| • Mental Health Trust | 1 |
| • Co-opted Members eg legal and financial expertise | 2 |

No one group will dominate the Board. Directors will be chosen to ensure an appropriate skills mix is available. This skills mix should include:

- Members of the community who understand the community and its diversity
- An understanding of health issues
- Legal
- Financial
- General organisational and management skills.

Community members will be selected by a transparent process of nomination with selection by a panel of other members of the Board. A development programme for the Board will be put in place.

The transition period involving initial Trustees appointed by the NDC Partnership Board will allow for some continuity whilst enabling other people to become involved. As one of the underpinning requirements for the success of The Trust will lie in having an appropriately high quality Board, the selection of members will be key.

A Service User Participation Group will also be established to inform the future development and improvement of the services provided through the Trust.

5. Premises and the Laurels Lease Arrangements

The current lease arrangements are as follows:

1. Circle 33 is the Head lease holder and the landlord to the Mayor and Burgesses of the London Borough of Haringey (the Council)
2. The Mayor and Burgesses of the London Borough of Haringey (the Council) are the tenants of Circle 33, having the lease of the building for 125 yrs
3. The Mayor and Burgesses of the London Borough of Haringey (the Council) is the landlord of the Haringey Teaching Primary Care Trust,
4. NHS Haringey, formerly Haringey Teaching Primary Care Trust, holds a sublease and is the tenant of council (25 yrs at market rent)
5. NDC is a sub tenant of NHS Haringey (25 year)

It is proposed that the current lease arrangements will be maintained with the 25 year NDC sub-tenancy being re-assigned to The Bridge Renewal Trust. The Successor body will also derive benefits from the rental income from the building. Haringey Council does not derive any direct financial benefit from any of the lease arrangements.

6. The Financial Plan

Financial spreadsheet relating to Years 1 to 5 of activities is shown in Appendix 1. Key assumptions are:

- The major stakeholders including Haringey Local Authority, NHS Haringey and the MHT all contract for service delivery with The Trust. They have all indicated a willingness to do this, although the amounts assumed are relatively small.
- The rental pricing structure outlined in Appendix 2 is implemented for the dedicated Trust space with an increase in occupancy over the 5 years of 30% to 60%.
- The current Café space is rented out to, say, a pharmacy service
- The Laurels is currently the only asset used for planning purposes, although future growth to include other assets should not be discounted.
- Activities are based on community health care services
- To grow further, there will need to be further assets involved.

This creates an organisation turning over £1 million per year by year five, employing an initial core staff of 3 FTE.

6.1 Financial Management

Income and Surplus Available for Reinvestment given the above assumptions:

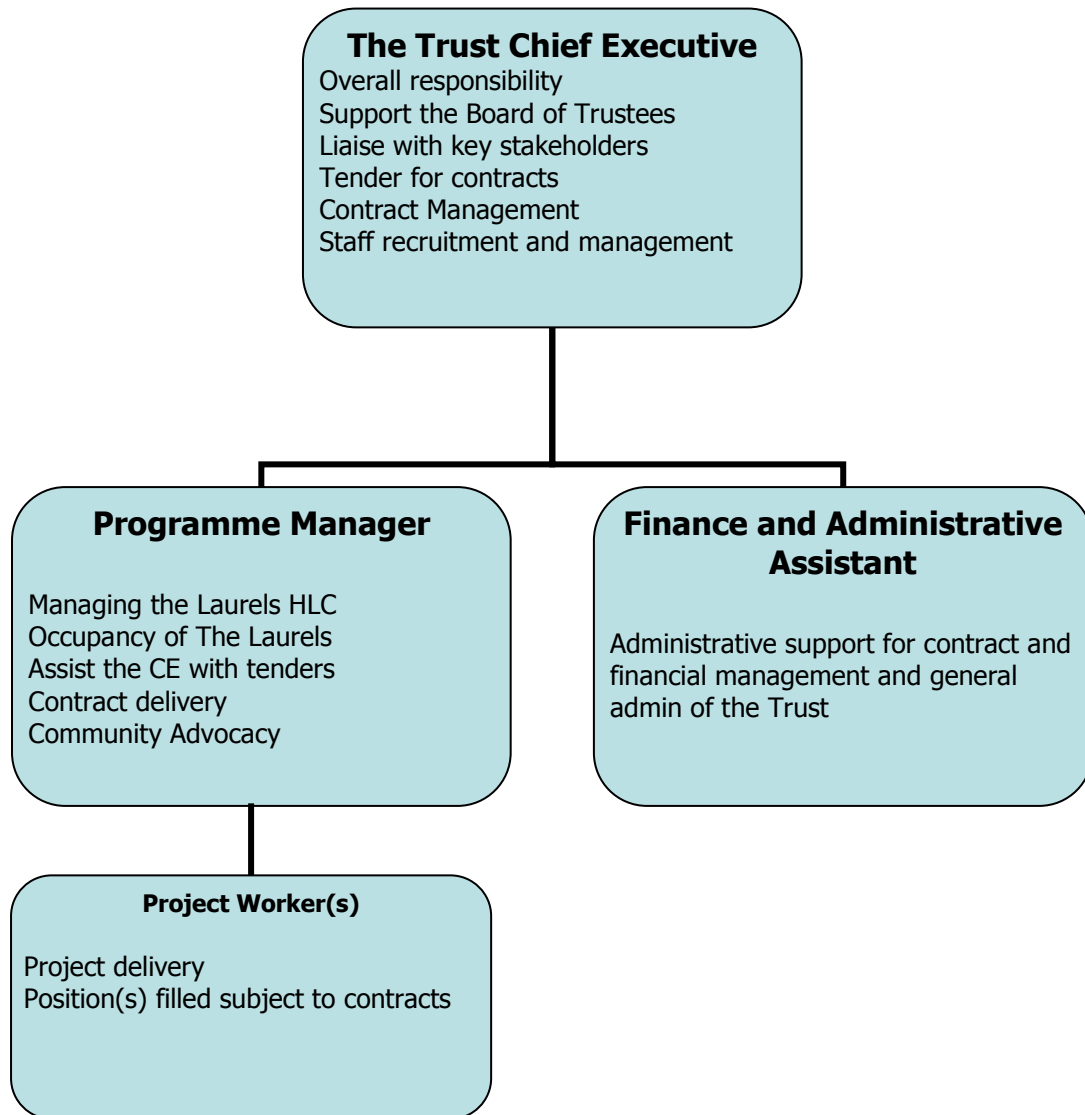
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TOTAL INCOME	£555,000	£432,000	£509,700	£512,889	£551,663	£2,561,252
TOTAL EXPENDITURE	£358,706	£417,830	£495,092	£504,994	£546,544	£2,323,165
RETAINED NET SURPLUS/CONTINGENCY	£196,294	£14,171	£14,608	£7,895	£5,120	£238,087

7. Accountability

- As a company with charitable objectives, the Trust will be as focused on activities that is for public benefit.
- It will be obliged by charity commission to serve the interest of the community thus keeping its aims fixed on its public benefit.
- As a small local organisation with a limited number of commissioning clients, it will be obliged to focus firmly on reliable delivery and agreed outcomes, in order to sustain a flow of delivery contracts.

8. People, management and roles

The Trust will start up with lean people resources, building these over time as needed. In order to manage and deliver the above services the starting structure will be:



The Trust Chief Executive

Overall responsibility reporting to the Board of Trustees. Specific responsibility for liaison with the key stakeholders and statutory bodies in order to communicate the needs of the local community. Identifying funding opportunities which meet The Trust's goals and tendering for contracts will be important. Will be responsible for representing and promoting The Trust, recruiting and managing staff.

Programme Manager

Responsibility for managing The Laurels Healthy Living Centre within the Trust organisation. They will

- maximise occupancy and utilisation of the Laurels facility
- Liaise with the managers of NHS Haringey services being delivered from The Laurels
- Work closely with the CE to identify service gaps and funding opportunities
- Responsible for the project and contract delivery working with the project team- whether they are employed, contracted, volunteers or other community and voluntary organisations.

The Finance and Contract Assistant

Responsible for all administration and basic financial and contract management.

It would greatly help the Trust to attract the appropriate calibre and experience level if the staff employment terms and conditions were similar to those offered by Haringey Council at present. In particular the pension could be part of the council scheme, as has been the case in other similar successor bodies.

9. Communication and Community Engagement

There are four strands to the marketing and promotion of The Trust.

- Marketing to the statutory bodies and other organisations with the purpose of securing commissions and grants for services. This will be done by the Board of Trustees and by the Chief Executive through effective relationship building and management
- Marketing the Laurels space to a wide range of private, community and voluntary organisations. This will be the responsibility of the Programme Manager who will undertake tours, events, proactive contact to achieve the occupancy targets. The Programme Manager will develop a calendar of events and workshops which will be promoted to the local community directly and through relevant organisations
- Promoting the Trust to the community as the access point for health, wellbeing and social care issues and as the body that listens and influences public health providers. This will be achieved by:
 - Effective delivery on the ground
 - Outreach work deploying local community workers and volunteers
 - The Service User Participation Group
 - By a regular programme of forums and consultative events
- NHS Haringey, the MHT and community and voluntary organisations will want to action their own marketing. This will be within the overall brand of The Trust brand and this will be a condition of lease and room hire.

9.1 Community Engagement

The engagement of the community is essential to secure the success of The Trust and will be achieved by:

- Local resident representation on the Board of Trustees.
- A Service User Participation Group
- Opening up The Laurels to the community and voluntary sector-for more organisations to use and with extended opening hours
- Recruiting and training volunteers from the community to outreach to the “hard to reach” and to deliver awareness and information. The Trust will seek funding to action this. This will not only deliver health messages to the community but will up-skill and engage the volunteers.
- An annual community/social audit which will engage the community in improving the services being delivered

10. Quality Assurance

To be the community organisation with which local stakeholders want to contract, the Trust will achieve high quality standards of delivery.

- It will be well governed with a balanced and skilled Board of Trustees
- The employed team will be capable with a proven track record of relevant work and achievement that builds on the track record of the NDC
- Volunteers will be recruited and managed using professional people management practices
- Service delivery will be tightly monitored and managed - both for projects delivered directly or through other organisations
- In partnership with HAVCO, Support will be given to develop the capacity of community and voluntary groups
- The Trust will invite regular feedback from the Service User Participation Group on the quality of services on how they can be improved
- The Trust will action an annual community /social audit deriving feedback from the community and from all other stakeholders. This will provide the basis on which to plan ongoing improvements
- The Trust will seek quality accreditations such as Customer First and Investor in people (IiP) where these will demonstrably improve the quality of services and /or are essential to secure grants and contracts.

10.1 Monitoring and Evaluation

Regular monitoring and evaluation of performance will be essential for the Trust, both for any commercial contracts undertaken, and also in terms of regular reviews of performance against this and other plans.

11. Meeting the Local Area Agreement Outcomes

The Trust is committed to working in close and effective partnership with Haringey council and all stakeholders to meet local needs and deliver the LAA outcomes in the area of benefit. We will achieve this by improving access to appropriate services without taking over the delivery of statutory services.

Community Strategy/Priority	National Indicators Set	The Trust Objectives/Targets
Economic vitality prosperity shared by all	Working age people claiming out of work benefits NI153 16- 18 year olds not in education, training or employment NI 117	<ul style="list-style-type: none"> Improved access and provision of health, well being, social care services which will impact on economic prosperity of all Support for community and voluntary groups Using the community to deliver outreach services Initial focus on health and wellbeing – in time broaden remit to skills & employment
Be safer for all	Drug users in effective treatment NI 40 Reduce the harm caused by illegal drugs Repeat Incidents of Domestic Violence NI 32	<ul style="list-style-type: none"> The Laurels HLC as a place for delivery of NHS Haringey and MHT services Delivery of preventative health, wellbeing and social care services through the Laurels and through outreach, such as provision of substance misuse and addiction services
Healthier people with a better quality of life	Early access of women to maternity services NI126 Prevalence of breast feeding at 6-8 weeks from birth NI53 Under 18 conception rate NI112 Prevalence of Chlamydia in under 20 year olds NI113 16+ current smoking rate prevalence NI123 Alcohol harm related hospital admission rates NI 39 Mortality rate from all circulatory diseases NI121	<p>The Laurels HLC as a place for delivery of NHS Haringey and MHT services</p> <ul style="list-style-type: none"> Promote the benefits of active living Smoking cessation clinics Alcohol related services <p>Delivery of preventative health, wellbeing and social care services through the Laurels and through outreach</p> <ul style="list-style-type: none"> Access to HIV testing Support for families with children with a disability through drop ins and through voluntary homecarers Provision of maternity services Healthy Eating awareness Sexual health and sexually transmitted diseases clinics

	Number of vulnerable people achieving independent living NI141	
<p>People and customer focused</p> <p>People at the heart of change</p>	<p>% of people who feel that they can influence decisions in their locality NI4</p> <p>Fair treatment by local services NI140</p> <p>Participation in regular volunteering NI6</p> <p>% of people who believe people from different backgrounds get on well together in their local area NI1</p>	<ul style="list-style-type: none"> • To fulfil an advocacy and conduit role • Expertise and Co-ordination • Providing accommodation, space and other services to the voluntary & community sector • Delivery of services through outreach using the community <p>The Trust to manage the delivery of services commissioned by the statutory bodies</p> <p>Service User participation group</p> <p>Represented on the HSP</p> <p>Local people on the Board of Trustees</p> <p>Engage local people in volunteering roles such as volunteer carers, leaders of activity sessions, healthy eating advisers</p>

12. Risk Analysis *Reference has been made to The Quirk Review of community management and ownership of public assets (ii)*

Risk	Actions to mitigate
Laurels is not transferred to the successor body	<ul style="list-style-type: none"> ➤ Start discussing lease arrangements with London Borough of Haringey and NHS Haringey as soon as possible. An immediate requirement is the gifting of surplus income from the Laurels to the NDC Successor body (This figure is currently £285,000 per year plus savings made by the NDC which the Council has been carrying forward every year - this amounts to £225,000 at the end of 2008/09)
The Trust does not have the capacity to take over and manage the asset	<ul style="list-style-type: none"> ➤ Clear definition of the required people resource and capabilities required ➤ The composition and skills of the Board of Trustees ➤ Develop an organisational development plan and adopt relevant quality standards. ➤ Effective transition plan pre transfer
The asset is not managed effectively and remains under-utilised	<ul style="list-style-type: none"> ➤ Viable business plan
The asset is not used in the public interest- taken over by an unrepresentative or unaccountable minority. Access to the asset is not inclusive	<ul style="list-style-type: none"> ➤ Establishing The Trust as a charity with the asset lock and subject to public benefit assessment ➤ Composition of the Board ➤ The provision of space for community development support to smaller community and voluntary organisations ➤ Leasehold and "Expectations Document" which set out how the assets can be used ➤ Establishment of a Service User Participation Group
The Trust is unsuccessful in securing the projected income through commissioning, grant and bid funding	<ul style="list-style-type: none"> ➤ Modest income projections until The Trust is fully established ➤ Establish a diverse income stream ➤ Build expertise and capability within the team re securing funding/building relationships etc ➤ Prove track record of delivery, and the contribution the Trust can make to LAA and NHS Haringey targets
The former Café space is not let	<ul style="list-style-type: none"> ➤ Explore various options for use of the space including pharmacy and other usage by NHS Haringey and VCS.
Further assets are not forthcoming	<ul style="list-style-type: none"> ➤ Demonstrate to London Borough of Haringey that the Trust is not just 'a safe pair of hands' but also innovative by making a success of the Laurels as a

	community facility. ➤ Strong and effective governance
The Trust is not recognised as a representative voice of the community	➤ Demonstrate to Key Stakeholders that all interests are accommodated and ensure the organisation has transparent governance and operation

13. Transition Plan

A plan for the transition to The Trust is detailed in the attached project plan. This shows the key issues to be addressed before the NDC funding ends and a proposed timeline.

This affords The Bridge NDC a significant period of time to gear up to the following challenges:

- Provision of crucial support and resourcing from the NDC whilst it is operational
- Working with NHS Haringey and MHT to develop a plan of action for NHS Haringey and MHT services delivered within the Laurels and to refine operating practices
- To pilot and plan a range of community based health and wellbeing services
- To test the rental and pricing policy for the Trust space and refine procedures
- To promote and market The Trust in advance of its official launch
- To build relationships with the statutory bodies and other organisations
- To gear up capacity for tendering for contracts
- To refine the services based on ongoing consultation and feedback with the local community
- To achieve the rental of the former café space

Transition Plan June 2009 - March 2011

	Apr-June 2009	Jul-Sept 2009	Oct-Dec 2009	Jan-Mar 2010	Apr-June 2010	Jul-Sept 2010	Oct-Dec 2010	Jan-Mar 2011
Appoint three initial Trustees from the NDC Board to manage the transition plan								
Set up Company limited by guarantee								
Apply for and secure Charitable Status								
Recruitment of Full Board of Trustees (x10)								
Utilise the Health Theme Working Group as consultative group during the transition								
Initiate and agree Forward strategy for The Laurels with the Council, NHS Haringey & MHT								
Develop & deliver marketing plan to promote the Laurels space								
Secure ongoing external contracts								
Recruit key staff starting with Director and project delivery staff								
Review governance and operations of the Trust and implement changes as appropriate								

Appendix 1 Financial Plan

Year 1 - 5

Income and expenditure account

	Yr 1	Yr 2	Yr 3	Y4	Yr 5	Total
INCOME						
<u>Rental Income</u>						
The Laurels- Gifted income	£285,000	£285,000	£285,000	£285,000	£285,000	£1,425,000
Room rental income	£8,000	£10,000	£12,000	£14,000	£16,000	£60,000
Pharmacy rental income		£10,000	£10,300	£10,609	£10,927	£41,836
Laurels Start Up Fund (from unspent income from the Laurels)	£225,000					£225,000
<u>External Contracts</u>						
NDC Projects	£15,000					£15,000
Health Projects (NHS/MHT)	£20,000	£75,000	£100,000	£100,000	£100,000	£395,000
Employment Projects		£25,000	£50,000	£50,000	£50,000	£175,000
Other Bids Projects (eg capacity building etc)		£25,000	£50,000	£50,000	£85,000	£210,000
TOTAL INCOME	£553,000	£430,000	£507,300	£509,609	£546,927	£2,546,836
EXPENDITURE						
<u>Facility Costs</u>						
Service charge payable to Circle 33	£9,456	£9,692	£9,935	£10,183	£10,438	£49,704
Rent payable to NHS Haringey	£95,000	£95,000	£95,000	£95,000	£95,000	£475,000
TOTAL FACILITY COSTS	£104,456	£104,692	£104,935	£105,183	£105,438	£524,704
<u>Staff Costs</u>						
Chief Executive	£50,000	£51,500	£53,045	£54,636	£56,275	£265,457
Programme Manager	£35,000	£36,050	£37,132	£38,245	£39,393	£185,820
Finance and Admin Assistant	£20,000	£20,600	£21,218	£21,855	£22,510	£106,183
On costs (@ 20%)	£21,000	£21,630	£22,279	£22,947	£23,636	£111,492
Staff Training (@4% of payroll)	£3,400	£3,502	£3,607	£3,715	£3,827	£18,051
Staff Travel	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500
TOTAL STAFF COSTS	£130,900	£134,782	£138,780	£142,899	£147,141	£694,502
<u>Direct Costs towards Charitable Objectives</u>						
Scholarships (Medical/Health Fileds)		3000	6000	9000	12000	£30,000
Laurels Funded Projects	40000	40000	40000	40000	40000	£200,000
NDC Projects	£13,500.0	£0.0	£0.0	£0.0	£0.0	£13,500
Health Projects (NHS/MHT)	£18,000.0	£67,500.0	£90,000.0	£90,000.0	£90,000.0	£355,500
Employment Projects	£0.0	£22,500.0	£45,000.0	£45,000.0	£45,000.0	£157,500
Other Bids Projects (eg capacity building etc)	£0.0	£22,500.0	£45,000.0	£45,000.0	£76,500.0	£189,000
TOTAL CHARITABLE OBJECTIVES	£71,500	£155,500	£226,000	£229,000	£263,500	£945,500
<u>Marketing and Promotion</u>						
Marketing materials	£5,000	£2,500	£2,500	£2,500	£2,500	£15,000
Events	£2,000	£2,060	£2,122	£2,185	£2,251	£10,618
Website development	£10,000	£1,000	£1,000	£1,000	£1,000	£14,000
TOTAL MARKETING COSTS	£17,000	£5,560	£5,622	£5,685	£5,751	£39,618
<u>Other Overheads</u>						
Evaluation	£1,500	£1,545	£1,591	£1,639	£1,688	£7,964
Set up costs	£20,000	£0	£0	£0	£0	£20,000
Equipment, Purchase, Hire and Repair	£1,000	£1,030	£1,061	£1,093	£1,126	£5,309
Printing Stationery and Office Expenses	£1,500	£1,545	£1,591	£1,639	£1,688	£7,964
Photocopier hire	£500	£515	£530	£546	£563	£2,655
Computer Costs	£500	£515	£530	£546	£563	£2,655

Telephone and broadband	£1,200	£1,236	£1,273	£1,311	£1,351	£6,371
Post and courier	£200	£206	£212	£219	£225	£1,062
IT support	£600	£618	£637	£656	£675	£3,185
Payroll services	£300	£309	£318	£328	£338	£1,593
Bank Fees	£200	£206	£212	£219	£225	£1,062
Legal Fees	£1,000	£1,030	£1,061	£1,093	£1,126	£5,309
Audit	£500	£515	£530	£546	£563	£2,655
Insurance	£2,000	£2,060	£2,122	£2,185	£2,251	£10,618
Other Professional Fees	£2,000	£2,060	£2,122	£2,185	£2,251	£10,618
Board expenses and trustee training	£1,600	£1,648	£1,697	£1,748	£1,801	£8,495
Depreciation	£250	£258	£265	£273	£281	£1,327
TOTAL OTHER OVERHEADS	£34,850	£15,296	£15,754	£16,227	£16,714	£98,841
TOTAL EXPENDITURE	£358,706	£415,830	£491,092	£498,994	£538,544	£2,303,165
RETAINED NET SURPLUS/CONTINGENCY	£194,294	£14,171	£16,208	£10,615	£8,384	£243,671

Financial Forecast Year 6 - 10

	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
TOTAL INCOME	601,620	661,782	727,960	800,756	880,832	6,219,787
TOTAL FACILITY COSTS	108,074	118,881	130,769	143,846	158,231	1,184,506
EXPENDITURES						
TOTAL STAFF COSTS	150,819	165,901	182,491	200,741	220,815	1,615,269
TOTAL CHARITABLE OBJECTIVES	270,088	297,096	326,806	359,486	395,435	2,594,411
TOTAL MARKETING COSTS	5,895	6,484	7,133	7,846	8,631	75,607
TOTAL OTHER OVERHEADS	17,132	18,845	20,729	22,802	25,082	203,431
TOTAL EXPENDITURE	552,007	607,208	667,929	734,722	808,194	5,673,225
RETAINED NET SURPLUS/CONTINGENCY	49,613	54,574	60,031	66,035	72,638	546,562

Appendix 2: Rental Income from The Laurels 2009/10 - 2013/14**Appendix 2: Rental Income from The Laurels 2009/10 - 2013/14**

Space	Rental Basis	Unit Cost	Full Occupancy Calculation (based on 44 weeks per year)	Year 1 40%	Year 2 50%	Year 3 60%	Year 4 70%	Year 5 80%
NHS HARINGEY space 1392.50 sqm	Sub lease	£285,000 pa	n/a	£285,000	£285,000	£285,000	£285,000	£285,000
The Trust Space								
Shared Community Room 52.80 sqm	Rental	4 desk spaces	6000	£2,400	£3,000	£3,600	£4,200	£4,800
Pharmacy (former Kitchen and store) 46.1sqm	Rental	£190 psm	£8,759		£8,759	£9,022	£9,292	£9,517
Consulting Room 1 12sqm	Sessional	£10 per hour	£13,200	£5,280	£6,600	£7,920	£9,240	£10,560
Consulting Room 2 12sqm	Sessional	£10 per hour	£13,200	£5,280	£6,600	£7,920	£9,240	£10,560
Consulting Room 3 12.2 sqm	Sessional	£10 per hour	£13,200	£5,280	£6,600	£7,920	£9,240	£10,560
NDC Groom Room (next to consulting rooms) 23.3sqm	Waiting area							
Sub Total (Trust Space)			54359	£18,240	£31,559	£36,382	£41,212	£45,997
Total (Gifted and Rental)				£303,240	£316,559	£321,382	£326,212	£330,997

Notes and Assumptions

- Assumes no increase in rental costs over the 5 year period

Appendix 3: Summary of Consultation

Cllr Bob Harris	Cabinet Member for Adult Social Care and Well-being, London Borough of Haringey
Cllr Clare Kober	Leader, London Borough of Haringey
Cllr Isidoros Diakedes	Councillor, Former Cabinet Member for Housing Services, London Borough of Haringey
Niall Bolger	London Borough of Haringey, Director of Urban Environment
Helena Pugh	London Borough of Haringey, Health Development, Adult Services
James Slater	Haringey NHS HARINGEY, Director of Commissioning and Performance
Christina Gradowski	Haringey NHS HARINGEY, Former Director of Corporate services and Partnership
Maria Kane	Chief Executive, Haringey MHT
Paul Head	Vice Chair, Haringey Strategic Partnership
Pam Pemberton	HAVCO
Yolande Burgess	Partnerships Director LSC London North Wellbeing Theme Group

References

(i)Community Assets and Community Ownership
www.communities.gov.uk/publications/communities/communityassets

(ii)The Quirk Review
www.communities.gov.uk/publications/communities/makingassetswork

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Appendix 2.5b

MEMORANDUM AND ARTICLES OF ASSOCIATION

OF

THE BRIDGE RENEWAL TRUST

**Russell-Cooke LLP
2 Putney Hill
Putney
London
SW15 6AB
Tel : 020 8789 9111
www.russell.cooke.co.uk
CAS/130297/2**

Company number: 6949568

Charity number: 1131941

THE COMPANIES ACTS

Company Limited by Guarantee and not having a Share Capital

MEMORANDUM OF ASSOCIATION OF

THE BRIGDE RENEWAL TRUST

1. Name of Charity and Meaning of Words

- 1.1 The name of the Charity is The Bridge Renewal Trust, called in this document "the Charity".
- 1.2 Terms defined in the Charity's Articles of Association shall have the same meaning when used in this Memorandum as long as this meaning is consistent with the subject or context.

2. Registered Office

- 2.1 The registered office of the Charity will be in England and Wales.

3. Objects of the Charity

- 3.1 The objects of the Charity (the "Objects") are for the public benefit to:-
 - 3.1.1 to promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London ("the Area of Benefit"); and
 - 3.1.2 the relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment whether as an employee or on a self employed basis; and
 - 3.1.3 to relieve and prevent poverty amongst people living within the Area of Benefit; and
 - 3.1.4 to further or benefit the residents of the Area of Benefit and the surrounding neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

4. Powers of the Charity

4.1 The Charity has the following powers which may be used only to promote the Objects:-

- 4.1.1 to buy, take on lease, share, hire or otherwise acquire property of any sort;
- 4.1.2 to sell, lease or otherwise dispose of all or any part of the property belonging to the Charity in exercise of this power but the Charity must comply as appropriate with Sections 36 and 37 of the Charities Act 1993;
- 4.1.3 to borrow money and to charge the whole or any part of the property belonging to the Charity as security for the repayment of money borrowed, grant given or any other obligation but the Charity must comply as appropriate with Sections 38 and 39 of the Charities Act 1993 if it wishes to mortgage land;
- 4.1.4 to construct, alter, provide, manage, maintain, furnish and fit with all the necessary furniture and other equipment any buildings and any other premises or structures or land;
- 4.1.5 to employ and pay any employees, officers, servants and professional or other advisers;
- 4.1.6 subject to any restrictions in the Charities Act, to borrow money, invite and receive contributions or grants, enter into contracts, seek subscriptions or raise money in any way including carrying on trade but not by means of Taxable Trading;
- 4.1.7 to give or receive guarantees or indemnities;
- 4.1.8 to promote or undertake study or research and disseminate the results of such research;
- 4.1.9 to produce, print and publish anything in any media;
- 4.1.10 to provide or procure the provision of services, education, training, consultancy, advice, support, counselling, guidance, grants, scholarships, awards or materials in kind;
- 4.1.11 to promote and advertise the Charity's activities;
- 4.1.12 to invest any money in any investments, securities or properties; and to accumulate and set aside funds for special purposes or as reserves;
- 4.1.13 to undertake any charitable trust;
- 4.1.14 to make provision for the payment of pensions and other benefits to or on behalf of employees and their dependants;
- 4.1.15 to establish, promote and otherwise assist any limited company or companies or other bodies for the purpose of acquiring any property or of

furthering in any way the Objects or to undertake trading and to establish the same either as wholly owned subsidiaries of the Charity or jointly with other persons, companies, government departments or local authorities and to finance such limited company or companies or other body by way of loan or share subscription or other means;

- 4.1.16 to transfer or dispose of, with or without valuable consideration, any part of the property or funds of the Charity not required for the purpose of the Charity in furtherance of the Charity's Objects;
- 4.1.17 to establish, support, federate with or join or amalgamate with any companies, institutions, trusts, societies or associations;
- 4.1.18 to transfer to or to purchase or otherwise acquire from any charities, institutions, societies or associations any property, assets or liabilities, and to perform any of their engagements;
- 4.1.19 to open and operate bank accounts and other banking facilities;
- 4.1.20 to accept any property upon or on any special trusts, or for any institutions or purposes either specified or to be specified by some person other than the Trustees;
- 4.1.21 to co-operate and enter into any arrangements with any governments, authorities or any person, company or association;
- 4.1.22 to insure any risks arising from the Charity 's activities;
- 4.1.23 (a) to purchase indemnity insurance out of the funds of the Charity to indemnify any of the Trustees against any personal liability in respect of:
 - (i) any breach of trust or breach of duty committed by them in their capacity as charity trustees or trustees for the Charity;
 - (ii) any negligence, default, breach of duty or breach of trust committed by them in their capacity as directors or officers of the Charity or of any body corporate carrying on any activities on behalf of the Charity;
 - (iii) any liability to make contributions to the assets of the Charity in accordance with section 214 of the Insolvency Act 1986.
- (b) Subject to clause 4.1.231.1(d) below, any insurance in the case of 4.1.23(a)(i) or (ii) must be so framed as to exclude the provision of an indemnity for a person in respect of:
 - (i) any liability incurred by a Trustee to pay a fine imposed in criminal proceedings or a sum payable to a regulatory authority by way of a penalty in respect of non-compliance with any requirement of a regulatory nature (however arising);
 - (ii) any liability incurred by a Trustee in defending any criminal proceedings in which he is convicted of an offence arising out

of any fraud or dishonesty, or wilful or reckless misconduct, by him; or

- (iii) any liability incurred by a Trustee to the Charity that arises out of any conduct which he knew (or must reasonably be assumed to have known) was not in the interests of the Charity or in the case of which he did not care whether it was in the best interests of the Charity or not.
 - (c) Subject to clause 4.1.23(d) below, any insurance in the case of 4.1.23(a)(iii) shall not extend to any liability to make such a contribution where the basis of the Trustee's liability is his knowledge prior to the insolvent liquidation of the Charity (or reckless failure to acquire that knowledge) that there was no reasonable prospect that the Charity would avoid going into insolvent liquidation; and
 - (d) to purchase out of the funds of the Charity any additional indemnity insurance cover for the benefit of the Trustees that is permitted by law from time to time.
- 4.1.24 to make such ex gratia payments as are considered reasonable and fair with the consent of the Charity Commission;
- 4.1.25 to pay all the expenses and costs of establishing the Charity;
- 4.1.26 to delegate upon such terms and at such reasonable remuneration as the Charity may think fit to professional investment managers ("the Managers") the exercise of all or any of its powers of investment (an "investment" is an asset which is capable of producing income and may also increase in capital value);
- Provided always that:-
- (a) the Managers are properly authorised to carry on investment business;
 - (b) the delegated powers shall be exercisable only within clear policy guidelines drawn up by the Charity;
 - (c) the Managers are under a duty to report promptly to the Charity any exercise of the delegated powers and in particular to report every transaction carried out by the Managers and report regularly on the performance of investments managed by them for the Charity;
 - (d) the Charity is entitled at any time to review, alter or terminate the delegation or the terms thereof; and
 - (e) the Charity reviews the arrangements for delegation at intervals but so that any failure by the Charity to undertake such reviews shall not invalidate the delegation;
- 4.1.27 to permit any investments belonging to the Charity to be held in the name of any clearing bank, trust corporation or stockbroking company which is a member of the Stock Exchange (or any subsidiary of any such

stockbroking company) as nominee for the Charity and to pay any such nominee reasonable and proper remuneration for acting as such; and

4.1.28 to do anything else within the law which helps promote the Objects.

5. Use of income and property

5.1 The income and property of the Charity shall be applied solely towards the promotion of the Objects and no part of it shall be paid or transferred directly or indirectly by way of dividend bonus or otherwise by way of profit to members of the Charity or Trustees, and no Trustee may be appointed to any office of the Charity paid by salary or fees or receive any remuneration or other benefit in money or money's worth from the Charity except as permitted by law or by the Charity Commission or shown below under 'Allowed Payments' and then only after complying with any requirements of the Act and the Charities Act, PROVIDED this shall not prevent a member of the Charity or a Trustee receiving any benefit as a beneficiary.

6. Allowed Payments

6.1 The Charity may pay:-

6.1.1 reasonable and proper payment to any officer, servant, employee, professional or other adviser of the Charity who is not a Trustee for any services to the Charity;

6.1.2 reasonable and proper remuneration of a Trustee for services actually rendered to the Charity or a subsidiary of the Charity (save for services rendered in his capacity as a Trustee), PROVIDED THAT:-

(a) the number of Trustees so remunerated in any accounting period shall not exceed a minority of the Board of Trustees;

(b) that no resolution to approve such remuneration to a Trustee shall be effective unless it is passed at a meeting of the Board of Trustees;

(c) such Trustee shall not vote on any resolutions relating to his or her engagement by the Charity or a subsidiary of the Charity; and

(d) the remuneration or maximum remuneration payable to the Trustee shall be set out in a written agreement between the Trustee and the Charity;

6.1.3 reasonable interest on the money lent by any Trustee. The highest annual rate of interest that may be charged is two per cent. below the base rate of a clearing bank in the United Kingdom selected by the Trustees;

6.1.4 reasonable out-of-pocket expenses to any Trustee;

6.1.5 reasonable and proper payment to a company of which a member of the Charity or a Trustee holds not more than a hundredth of the capital;

6.1.6 reasonable and proper rent of premises demised or let by any Trustee;

- 6.1.7 to the extent permitted by law, reasonable and proper premiums in respect of any insurance policy taken out pursuant to 4.1.23 above;
- 6.1.8 any payment to a Trustee under the indemnity provisions in the Articles of Association; and
- 6.1.9 in exceptional cases other payments or benefits but only with the prior written approval of the Charity Commission.

PROVIDED THAT no Trustee shall vote on or be present during the discussion of or voting on any decision to borrow money from or pay rent or make a payment or give any remuneration or a benefit to that Trustee other than the approval of any permitted indemnity insurance or the payment of an indemnity where such payment is to be made to a majority of the Trustees.

7. Alterations to this Memorandum

- 7.1 No alterations to this Memorandum may be made which would cause the Charity to cease to be a charity in law. Other alterations to this Memorandum may only be made by special resolution or written resolution.
- 7.2 Alterations may only be made to:
 - 7.2.1 the Objects; or
 - 7.2.2 to any clause in this Memorandum which directs the application of property on dissolution; or
 - 7.2.3 to any clause in this Memorandum which gives Trustees or any members of the Charity any benefit with the Charity Commission's prior written consent where this is required by law.
- 7.3 The Charity shall inform the Charity Commission and Companies House of any alterations to the Memorandum and all future copies of the Memorandum issued must contain the alterations.

8. Limited Liability

- 8.1 The liability of the members is limited.

9. Guarantee by Members of the Charity

- 9.1 Each member of the Charity undertakes that, if the Charity is wound up while he is a member, or within one year after he ceases to be a member, he will contribute a sum not exceeding £1 to the assets of the Charity for:-
 - 9.1.1 payment of the debts and liabilities of the Charity contracted before he ceases to be a member;
 - 9.1.2 payment of the costs, charges and expenses of winding up; and
 - 9.1.3 adjustment of the rights of the contributories among themselves.

10. Winding-up of the Charity

10.1 If the Charity is wound-up or dissolved, and there remains any property after all debts and liabilities have been met, the property must be given or transferred to some other charitable institution or institutions. This other institution(s) must have objects which are the same as or similar to those of the Charity.

10.2 The institution or institutions will be chosen by the Trustees of the Charity at or before the time when the Charity is wound-up or dissolved.

11. Model Memorandum or Articles

11.1 This memorandum and the Articles exclude any model memorandum or articles created under section 19 of the Companies Act 2006.

Subscribers

We, the people whose names, addresses and signatures are written below, wish to form into a company with this Memorandum of Association.

Signatures, names, and addresses of Subscribers

Name:

Address:

Signature:

Name:

Address:

Signature:

Dated this day of 2009

Witness to the above signatures

Name

Address

Occupation

Company number:

THE COMPANIES ACTS

Company Limited by Guarantee and not having a Share Capital

ARTICLES OF ASSOCIATION

of

THE BRIGDE RENEWAL TRUST

1. Meaning of Words

1.1 In these Articles and the Memorandum the words in the first column of the table below will have the meanings shown opposite them in the second column, as long as this meaning is consistent with the subject or context:-

1.2 Words	Meanings
Act	the Companies Acts 1985, 1989 and 2006 (to the extent in force) including any statutory modification or re-enactment thereof from time to time;
Articles	these Articles of Association;
Board	the Board of Trustees of the Charity, the members of which are the directors of the Charity and are charity trustees;
Chair	the Chair of the Board of Trustees or any person discharging the functions of the Chair;
Charities Act	the Charities Acts 1992, 1993 and 2006 (to the extent in force) including any statutory modification or re-enactment thereof from time to time;
Charity	the company regulated by these Articles;
Charity Commission	the Charity Commission of England and Wales;
Clear Days	in relation to a period of notice, the period excluding the day on which notice is given or deemed to be given and the date of the event to which the notice relates;
Month	calendar month;

Objects	the Objects of the Charity as defined in clause 3 of the Charity's Memorandum of Association;
Office	the registered office of the Charity;
Regulations	any rules, standing orders or regulations made in accordance with these Articles;
Seal	the common seal of the Charity (if any);
Signed	shall include faxes of signatures and other forms of authentication that are permitted by law;
Taxable Trading	carrying on a trade or business for the principal purpose of raising funds and not for the purpose of actually carrying out the Objects, the profits of which are subject to corporation tax;
Trustees	the directors of the Charity;
United Kingdom	Great Britain and Northern Ireland; and
in Writing	written, printed or lithographed or partly one and partly another, and other ways of showing and reproducing words in a visible form including by e-mail or fax (to the extent legally permissible).

1.3 Words in the singular form include the plural and vice versa.

1.4 The words "person" or "people" include corporations and unincorporated associations.

1.5 Apart from the words defined above, any words or expression defined in the Act will have the same meanings in these Articles, provided they are consistent with the subject or context.

1.6 Headings are not part of the Memorandum or Articles.

2. The Constitution of the Charity; Rights of Inspection

2.1 The Charity is established for the Objects.

2.2 A copy of the Memorandum and Articles and any Regulations must be available for inspection by the members of the Charity at the Office. Any member who requests a copy of the Memorandum and Articles of Association must be sent a copy.

3. Members

3.1 The Charity must keep at the Office a register of members showing their name, postal address and dates of becoming a member and ceasing to be a member.

3.2 Subject to any restrictions permitted by the Act, the register is available for inspection by the members of the Charity without charge and any other person on

payment of a fee prescribed by the Charity, subject to any maximum fee imposed by law. Where a non-member seeks to inspect the register, within five working days the Charity must either comply with the request or apply to the Court for permission not to comply with the request.

- 3.3 The Board may establish classes of associate membership with such description and with such rights and obligations (including without limitation the obligation to pay a subscription) as the Board thinks fit, and may admit and remove such associate members in accordance with Regulations made by the Board, provided that an associate member shall not be a member of the Charity for the purposes of the Articles or the Act.

4. Membership

- 4.1 The subscribers to the Memorandum and the Trustees of the Charity from time to time shall be the only members of the Charity.
- 4.2 The Trustees may determine criteria for membership but are not obliged to admit any person satisfying such criteria as members and may decline in their absolute discretion any person's application and need not give reasons for such decision.
- 4.3 All Trustees shall automatically become members of the Charity and their names shall be entered into the Charity's register of members.
- 4.4 A member which is an organisation must, if asked, give a copy of its constitution to the Charity.
- 4.5 Each member which is an organisation has the right to appoint one representative. At any time by giving notice in Writing to the Charity, that member can cancel the appointment of its representative and appoint another instead. The member must confirm the name of its representative at the Charity's request. The representative has the right to attend and to vote at general meetings of the Charity and any vote given shall be valid unless prior to the vote the Charity receives written notice ending the representative's authority.
- 4.6 Members which are organisations stop being members in the same way as individual members stop being members.
- 4.7 The Board may delegate the power to admit members.

5. No transfer of Membership

- 5.1 None of the rights of any member of the Charity may be transferred or transmitted to any other person.

6. Ending of Membership

- 6.1 A member stops being a member of the Charity if:
- 6.1.1 the member resigns from membership by giving notice in Writing to the Charity; or
 - 6.1.2 membership is ended under Article 7; or

- 6.1.3 the member's subscription (if any) remains unpaid six months after it is due and the Board resolves to end that member's membership; or
- 6.1.4 the member fails to respond in Writing within 60 days of being sent a notice in Writing requesting confirmation that they wish to remain a member and the Board resolves to end membership. The notice must contain a warning that membership may be ended; or
- 6.1.5 in the case of a member who is a member by virtue of being a Trustee, membership ceases automatically when that member ceases to be a Trustee unless prior to that the Board resolves to allow that person to continue to be a member; or
- 6.1.6 the member dies or the organisation ceases to function or is wound up.

7. Removal from Membership

- 7.1 The Board may terminate membership by giving the member notice in Writing.
- 7.2 No later than 28 days after receiving that notice the member can appeal in Writing to the Charity against the termination. If an appeal is received within the time limit, the termination must be considered by the Board or a committee appointed by the Board. The member has the right to be heard at the meeting or may make written representations. The meeting must either confirm the termination or reinstate the member.

8. Annual General Meeting

- 8.1 The Charity shall hold an annual general meeting in addition to any other general meeting in every calendar year. The annual general meeting must be specified as such in the notices calling it.

9. Other General Meetings

- 9.1 All general meetings except annual general meetings are called general meetings.

10. Calling of Other General Meetings

- 10.1 The Board may call a general meeting whenever they wish. Such a meeting must also be called if not less than ten per cent. of the members of the Charity request it in Writing, or otherwise in accordance with the Act.

11. Notice of General Meetings

- 11.1 A general meeting must be called by giving at least 14 Clear Days' notice in Writing. These notices must specify the place, date, time and the general nature of any Business and, in the case of a special resolution, the exact wording of the resolution must be set out in the notice. The notice must also include a statement informing the members of their right to appoint a proxy to exercise their rights to attend, speak and vote at the meeting. Notice of the meeting must be given to everyone entitled by these Articles to receive it and must be given in accordance with these Articles. A meeting may be held on shorter notice if it is agreed by not less than 90 per cent. of the members entitled to attend and vote at it.

12. Quorum

- 12.1 Business may be transacted at a general meeting only if a quorum of members is present in person or by proxy when the meeting begins to deal with its business. A quorum is one third of the members from time to time subject to a minimum of three.

13. Adjournment if no Quorum

- 13.1 If the meeting is called by the demand of members, it must be dissolved if, within half an hour after the appointed starting time, a quorum is not present. If called in any other way, the meeting may be adjourned to another day, time and place as the Board may decide.
- 13.2 If at the adjourned meeting a quorum is not present within half an hour after the appointed starting time, the members present will be a quorum.

14. Chair

- 14.1 The Chair (if any) of the Board should normally preside as Chair at every general meeting of the Charity. If there is no Chair, or if he or she is not present within 15 minutes after the appointed starting time or is unwilling to take the chair, the Board shall select the Chair of the meeting and in default the members at the meeting shall select a Chair.

15. Adjournment of the Meeting

- 15.1 The Chair may, with the consent of any meeting at which a quorum is present (and must if so directed by the meeting), adjourn the meeting from time to time and from place to place. But no business may be transacted at any adjourned meeting except business left unfinished at the meeting from which the adjournment took place.
- 15.2 When a meeting is adjourned for 30 days or more, notice of the adjourned meeting must be given as for the original meeting. Apart from that, it is not necessary to give any notice of an adjourned meeting nor of the business to be done at it.

16. Voting on Resolutions

- 16.1 At any general meeting a resolution put to the vote of the meeting is decided by a show of hands by members unless a poll is demanded (before or after the result of the show of hands is declared). A poll may be demanded by the Chair or a member who is present save that no poll may be demanded on the election of a chairman of a meeting or on a any question of adjournment. Members may vote by proxy.
- 16.2 Members may appoint a proxy who need not be a member of the Charity. The proxy may be appointed by the member to exercise all or any of the member's rights to attend, speak vote and demand a poll at a meeting of the Charity.

17. Proxies

- 17.1 A person holding a proxy may vote on any resolution.
- 17.2 An instrument appointing a proxy shall be in Writing executed by or on behalf of the appointer and shall be in the form set out below or in any usual or common form or in such other form as the Trustees may approve. If the appointer does not direct the

17.3 A vote given or poll demanded by proxy or by the duly authorised representative of a body corporate shall be valid notwithstanding the previous termination of the authority of the person voting or demanding a poll unless notice of the termination was received by the Charity at the office or at such other place at which the instrument of proxy was duly deposited at least 48 hours before the commencement of the meeting or adjourned meeting (excluding any day that is not a working day).

19.1 A poll must be taken immediately, if it is correctly demanded to elect a Chair or to decide upon an adjournment. Polls about other things will be taken whenever the

Chair says so. Business which is not the subject of a poll may be dealt with before or during the poll.

- 19.2 The Chair will decide how a poll will be taken. The result of a poll will be treated as a resolution of the meeting.

20. Voting and Speaking

- 20.1 Every member including the Chair (if he is a member) has one vote at general meetings. The Chair does not have a casting vote at general meetings.
- 20.2 The auditor or reporting accountant has the right to attend and speak at general meetings.
- 20.3 A Trustee shall have the same rights as members to attend and speak at general meetings but shall not be entitled to vote at general meetings, unless the Trustee is also a member.

21. Written Agreement to Resolution

- 21.1 Except in the case of a resolution to remove a Trustee or the auditors before the expiry of their term, members may pass a valid resolution without a meeting being held. But for the resolution to be valid:
- 21.1.1 it must be in Writing;
- 21.1.2 in the case of a special resolution it must be Signed by at least 75 per cent. of all those members (or their duly authorised representatives) entitled to receive notice of and to attend general meetings;
- 21.1.3 in the case of an ordinary resolution it must be Signed by a majority of all those members (or their duly authorised representatives) entitled to receive notice of and to attend general meetings;
- 21.1.4 it may consist of two or more documents in identical form Signed by members; and
- 21.1.5 the passing of the resolution must comply with any other requirements of the law from time to time.

22. Management by the Board

- 22.1 The business of the Charity is managed by the Board. They may pay all the expenses of promoting and registering the Charity. They may use all powers of the Charity which are not, by the Act or by these Articles, required to be used by a general meeting of the Charity.

23. Payment of Subscriptions

- 23.1 All members must pay the subscriptions (if any) that the Board decides from time to time. The Board may fix differing rates for subscriptions for different members or categories of members.

24. Indemnity of Trustees

- 24.1 To the extent permitted by law from time to time, but without prejudice to any indemnity to which a Trustee or other officer may otherwise be entitled the Charity shall indemnify every Trustee or other officer out of the assets of the Charity against all costs and liabilities incurred by him which relate to anything done or omitted or alleged to have been done or omitted by him as a Trustee or other officer save that no Trustee may be entitled to be indemnified:
- 24.1.1 for any liability incurred by him to the Charity or any associated company of the Charity (as defined by the Act for these purposes);
 - 24.1.2 for any fine imposed in criminal proceedings;
 - 24.1.3 for any sum payable to a regulatory authority by way of a penalty in respect of non-compliance with any requirement of a regulatory nature howsoever arising;
 - 24.1.4 for any liability which he has incurred in defending any criminal proceedings in which he is convicted and such conviction has become final;
 - 24.1.5 for any liability which he has incurred in defending any civil proceedings brought by the Charity or an associated company in which a final judgment has been given against him; and
 - 24.1.6 for any liability which he has incurred in connection with any application under the Act in which the court refuses to grant him relief and such refusal has become final.
- 24.2 To the extent permitted by law from time to time, the Charity may provide funds to every Trustee or other officer to meet expenditure incurred or to be incurred by him in any proceedings (whether civil or criminal) brought by any party which relate to anything done or omitted or alleged to have been done or omitted by him as a Trustee or officer, provided that he will be obliged to repay such amounts no later than:
- 24.2.1 if he is convicted in proceedings, the date when the conviction becomes final;
 - 24.2.2 if judgment being given against him in proceedings, the date when the judgment becomes final; or
 - 24.2.3 if the court refuses to grant him relief on any application under the Act, the date when refusal becomes final.

25. Payment of reasonable expenses to Trustees

- 25.1 The Trustees may be paid reasonable out-of-pocket expenses that they have properly incurred in connection with the business of the Charity but shall not be paid any other remuneration except as permitted in the Memorandum of Association or by law.

26. The Keeping of Minutes

26.1 The Board must have minutes entered in the minute books:-

- 26.1.1 of all appointments of officers by the Board;
- 26.1.2 of the names of the Trustees present at each of its meetings and of any committee of the Board;
- 26.1.3 of all resolutions and proceedings at all meetings of:
 - (a) The Charity;
 - (b) The Board; and
 - (c) Committees of the Board.

27. The Make-up of the Board

27.1 The first Board consists of those people named in Statement of First Directors filed under Section 10 of the Act and sent to the Registrar of Companies or as otherwise authenticated electronically when the Charity is formed or as subsequently appointed by them. After that, the Board consists of not fewer than three and no more than ten persons appointed by:

- 27.1.1 the Nominating Organisations; or
- 27.1.2 the Board of the Charity acting in their capacity as members.

27.2 The following organisations (“Nominating Organisations”) shall not be members of the Charity but shall have rights (but no obligation) to appoint and likewise remove Trustees to the Board of the Charity.

- 27.2.1 Haringey Health Trust shall have the right, but no obligation, to appoint one Trustee;
- 27.2.2 Barnet Haringey and Enfield Mental Health Trust shall have the right, but no obligation, to appoint one Trustee;
- 27.2.3 London Borough of Haringey shall have the right, but no obligation, to appoint two Trustees.
- 27.2.4 These rights of nomination shall for the purposes of the Act be entrenched and the members of the Charity shall not amend such provisions without the consent of [all] the members.
- 27.2.5 The Trustees appointed by the Nominating Organisations are for the purposes of the Act and the Charities Act 1993 (as amended) directors and trustees of the Charity with statutory duties towards the Charity as set out in the Act.
- 27.2.6 The rights of a Nominating Organisation may be passed to and enforced by any successor body.
- 27.2.7 Any appointment by a Nominating Organisation may be effected notwithstanding the limitations on the number of Trustees set out in Article

27.1 and no Trustee already appointed at the time of the subsequent nomination or appointment of a Trustee by a Nominating Organisation shall be required to resign.

27.3 Save as otherwise agreed by the Board and except during the first three years following incorporation of the Charity, at each annual general meeting or annual appointment meeting of the Charity one third of the Trustees for the time being or if their number is not three or a multiple of three, then the number nearest one third shall retire from office.

27.4 The Trustees to retire in every year shall be those who have been longest in office since their last appointment, but as between persons who became Trustees on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

27.5 Subject to Article 27.6, a retiring Trustee shall be eligible for re-appointment.

27.6 Subject to the provisions of this article at the sixth annual general meeting or annual appointment meeting of the Charity after his initial appointment each Trustee shall retire and shall not be eligible for re-election until he has had at least one year out of office. Thereafter he shall be eligible for re-election by the members on the recommendation of the Board but may only serve as a Trustee for a maximum of three further years after his re-election. For the purposes of this article 27.6 a year is the period between two annual general meetings or annual appointment meetings.

A Trustee may be reappointed for a further term without taking a period out of office (the length of which to be decided by the Board) provided that this is approved by a resolution of the Board passed by a majority of at least 75% of those voting.

27.7 Notwithstanding Articles 26 and 27, where the Charity does not hold an Annual General Meeting in any year the annual appointment meeting shall occur and the retirement shall take place at the end of the first Board meeting in the following year by Board resolution.

28. Change in composition of the Board

28.1 The make-up and number of the Board may, subject to Article 27.2.4, be varied by amendment to these Articles but at no time may the number of the Board be reduced to below three.

29. Notification of change of members of the Board to the Registrar of Companies

29.1 All appointments, retirements or removals of Trustees and the Company Secretary (if appointed) must be notified to the Registrar of Companies.

30. Filling vacancies in the Board

30.1 The Board can appoint anyone as a Trustee to fill a vacancy in the membership of the Board.

31. Ending of Board Membership

31.1 A Trustee ceases to hold office if he or she:-

- 31.1.1 becomes bankrupt or makes any arrangement or composition with his or her creditors generally; or
- 31.1.2 becomes barred from membership of the Board because of any order made under the Act or the Charities Act 1993; or
- 31.1.3 is considered by the Board to have become incapable whether mentally or physically of managing his or her own affairs and a majority of the other Trustees resolve that he must cease to hold office; or
- 31.1.4 resigns the office by notice in writing to the Charity but only if at least three Trustees will remain in office when the resignation takes effect; or
- 31.1.5 is absent from three consecutive meetings of the Trustees and is asked by a majority of the other Trustees to resign; or
- 31.1.6 breaches his duties under the Act and in particular the duties for the proper management of conflicts of interest and the Board resolves by a resolution by 75 per cent. of the other Trustees present and voting at a meeting and that prior to such a meeting the Trustee in question has been given written notice of the intention to propose such a resolution at the meeting; or
- 31.1.7 is removed from office under Article 32 or by the Nominating Organisations that appointed him or her; or
- 31.1.8 is removed from office by a resolution of at least 75% of the other Trustees present and voting at a Board meeting at which at least half of the serving Trustees are present provided that prior to such a meeting the Trustee in question has been given written notice of the intention to propose such a resolution at the meeting.

32. Removal of a Trustee by a General Meeting

- 32.1 A general meeting of members of the Charity may remove any Trustee before the end of his or her period of office whatever the rest of these Articles or any agreement between the Charity and the Trustee may say.
- 32.2 Removal can take place only by the members of Charity passing an ordinary resolution saying so. 10% of the member(s) of the Charity may give a notice to the Charity of the intention to remove a Trustee and/or appoint a replacement. At least 28 Clear Days' notice before the meeting in question must be given to the Charity. Once the Charity receives such notice it must immediately send a copy to the Trustee concerned. He or she has a right to be heard at the general meeting. He or she also has the right to make a written statement of reasonable length. If the statement is received in time it must be circulated with the notice of the meeting. If it is not sent out, the Trustee may require it to be read to the meeting. The right to remove a Trustee given under the Article is in addition to, and separate from, rights given under the Act.

33. Meetings of the Board

- 33.1 The Board may meet, adjourn and run its meetings as it wishes, subject to the rest of these Articles.

- 33.2 Questions arising at any meeting must be decided by a majority of votes. Every Trustee has one vote including the Chair. If the votes are equal, the Chair has a second or casting vote.
- 33.3 The Charity, if requested by the Chair or a Trustee, must summon a meeting of the Board.
- 33.4 Notice of a Board Meeting need not be given to any Trustee who is out of the United Kingdom.
- 33.5 Meetings may be held in person, by telephone, or by suitable electronic means agreed by the Board in which all participants may communicate with all other participants.

34. Conflicts of Interest

- 34.1 Where the duty of a Trustee to avoid a situation in which he has or can have a direct or indirect interest or duty that conflicts or possibly may conflict with the interests of the Charity including a wish or duty to exploit any property, information or opportunity (as specified by section 175(1) of the Companies Act 2006) would otherwise be infringed in relation to a particular situation, transaction or arrangement, the duty is not infringed if the procedure set out below is followed.
 - 34.1.1 the matter in relation to which that duty exists has been proposed to the Trustees at a meeting of the Trustees and has been authorised by them; and
 - 34.1.2 any requirement as to the quorum of such meeting is met without counting the Trustee in question, or any other interested Trustee, subject to Articles 34.2 and 34.3; and
 - 34.1.3 the matter was agreed to without any such Trustee voting, or would have been agreed to if the vote of any such Trustee had not been counted, subject to Articles 34.2 and 34.3.
- 34.2 In such a conflict of interest situation (including any authorisation of non-disclosure of information), where there are insufficient unconflicted Trustees present at the meeting to constitute a quorum, the unconflicted Trustees present shall be deemed to constitute a quorum for the purposes of authorising the conflict and the manner of dealing with the conflict, provided that:
 - 34.2.1 they may only give such authorisation where they are satisfied that the conflicted Trustee or Trustees will not receive any direct or indirect benefit other than one permitted by these Memorandum and Articles; and
 - 34.2.2 the total number of trustees at the meeting (whether conflicted or unconflicted) is equal to or higher than the number required to achieve a quorum.
- 34.3 In the event that all of the Trustees on the Board are conflicted in respect of a particular conflict of interest situation, the conflicted Trustees present at a meeting may authorise the conflict and the manner of dealing with the conflict and shall constitute a quorum for the purposes of such authorisation, provided that they satisfy the requirements set out in Article 34.2.1 and 34.2.2 above.

- 34.4 The duty referred to in Article 34.1 applies in the case of the exploitation of property, information or opportunity even if the Charity is not taking, or could not take, advantage of the opportunity.
- 34.5 The Trustees shall observe the other duties and rules in the Act, and such other rules as the Board adopts, as to the management of conflicts of duty or interest.
- 34.6 To the extent required by law every Trustee shall fully disclose to the Board the circumstances giving rise to any conflict or potential conflict including any direct or indirect interest in a proposed or existing transaction.
- 34.7 The Board may, in accordance with the procedure set out in Articles 34.1, 34.2 and 34.3 above, authorise a Trustee not to disclose to the Board any confidential information relating to a conflict of interest other than information relating to the direct or indirect receipt of any benefit.

35. Officers of the Board

- 35.1 The Board may elect or remove the Chair or any other officers that it wishes. Officers shall be appointed from among the Trustees.

36. Quorum for the Board

- 36.1 The quorum necessary for business to be done at a Board meeting is a third of the Trustees subject to a minimum of three and where one third does not produce a whole number the quorum shall be the next higher whole number. A Trustee shall not be counted in the quorum at a meeting in relation to a resolution on which he is not entitled to vote.

37. Vacancies on the Board

- 37.1 The Board may act despite any vacancy on the Board, but if the number of Trustees falls below the quorum, it may act only to appoint further trustees.

38. A Resolution may be Approved by Signature Without a Meeting

- 38.1 A resolution in Writing Signed by all of the Trustees or any committee is as valid as if it had been passed at a properly held meeting of the Board or committee. The resolution may consist of several documents in the same form Signed by one or more members of the Board or committee.

39. Validity of Acts Done at Meetings

- 39.1 If it is discovered that there was some defect in the procedure at a meeting or the appointment of a Trustee or that he or she was disqualified, anything done before the discovery at any meeting of the Board is as valid as if there were no defect or disqualification.

40. Delegation by the Board

- 40.1 The Board may delegate the administration of any of its powers to individual Trustees or committees of Trustees and any such committee or Trustee must conform to any rules that the Board imposes on it.

40.2 The Board may co-opt any person or people who are not Trustees to serve on the committee.

40.3 All acts and proceedings of the committee or Trustees must be reported to the Board as soon as possible.

41. Chair of Committees

41.1 A committee may elect a chair of its meetings if the Board does not nominate one.

41.2 If at any meeting the committee's chair is not present within 10 minutes after the appointed starting time, the members present may choose one of their number to be chair of the meeting.

42. Meetings of Committees

42.1 A committee may meet and adjourn whenever it chooses.

42.2 Questions at the meeting must be decided by a majority of votes of the members present.

42.3 A committee must have minutes entered in minute books.

43. Appointment and Removal of the Company Secretary

43.1 The Board may but, subject to the Act, need not appoint a Company Secretary and may decide his or her period of office, pay (if not a Trustee) and any conditions of service, and may remove them from office.

44. Actions of Trustees and Company Secretary

44.1 The Act says that some actions must or may be taken both by a Trustee and by the Company Secretary. If one person is both a Trustee and Company Secretary, that one person may not act in the capacity of both Trustee and Company Secretary for any business that requires the action of both a Trustee and the Company Secretary.

45. The Seal

45.1 If the Charity shall decide to use a company seal the Board must provide safe custody of the Seal.

45.2 The Seal may only be used as the authority of the Board or of a committee authorised by the Board to use it.

45.3 Everything to which the Seal is affixed must be signed by two persons authorised by the Board. Where the Board has not authorised any such persons it must be:-

45.3.1 signed by a member of the Board; and

45.3.2 countersigned by the Company Secretary or by a second Trustee.

46. Proper Accounts must be Kept

46.1 Accounts shall be prepared in accordance with the Act and the Charities Act.

47. Books must be Kept at the Office

- 47.1 The books of account must be kept at the Office or at other places decided by the Board. The books of account must always be open to inspection by Trustees.

48. Inspection of Books

- 48.1 The Trustees must decide whether, how far, when, where and under what rules the books of account may be inspected by members who are not Trustees. A member who is not a Trustee may only inspect a book of account or document of the Charity if the right is given by law or authorised by the Trustees or a general meeting.
- 48.2 The Board must, for each financial year, send a copy of its annual accounts and reports (or summary financial statements where appropriate) to every person who is entitled to receive notice of general meetings.
- 48.3 Copies need not be sent to a person for whom the Charity does not have a current address (as defined in Companies Act 2006).
- 48.4 The deadline for sending out the accounts and reports (or summary financial statements) is as follows:
- 48.4.1 The deadline for filing the Charity's accounts and reports with Companies House, as prescribed by the Companies Act 2006; or
- 48.4.2 If earlier, the date on which the Charity actually files the accounts and reports (or summary financial statements) with Companies House.
- 48.5 To the extent required by law, the Board must file the accounts and reports (or summary financial statements) with Companies House and with the Charity Commission within any deadlines specified by law or by the Charity Commission.
- 48.6 The Board must file with Companies House and the Charity Commission all annual returns and other documents that are required to be filed, within any deadlines specified by law or by the Charity Commission.

49. Appointment of Reporting Accountants or Auditors

- 49.1 The Charity must appoint properly qualified reporting accountants or properly qualified auditors if the level of the Charity's income or assets from time to time makes this a legal requirement.

50. Service of Notices

- 50.1 The Charity may give notice to any member either:
- 50.1.1 personally; or
- 50.1.2 by delivering it or sending it by ordinary post to the member's registered address; or
- 50.1.3 if the member has provided the Charity with a fax number, by sending it by fax to that member. This is subject to the member having consented to receipt of notice in this way, where this is a legal requirement; or

50.1.4 if the member has provided the Charity with an e-mail address, by sending it by e-mail to that address. This is subject to the member having consented to receipt of notice in this way, where this is a legal requirement; or

50.1.5 in accordance with the provisions for notice on a website set out below

If the member lacks a registered address within the United Kingdom, notice may be sent to any address within the United Kingdom which he or she has given the Charity for that purpose or in accordance with 50.1.1, 50.1.3, 50.1.4 or 50.1.5 above but otherwise no member not within the United Kingdom shall be entitled to receive any notice from the Charity.

50.2 If a notice is sent by post, it will be treated as having been served by properly addressing, pre-paying and posting a sealed envelope containing the notice. If sent by fax or email it will be treated as properly sent if the Charity receives no indication that it has not been received.

50.3 If sent by post in accordance with this Article, the notice will be treated as having been received 48 hours after the envelope containing it was posted if posted by first class post and 72 hours after posting if posted by second class post. If sent by fax or email, the notice will be treated as having been received 24 hours after having been properly sent.

50.4 The Charity may assume that any fax number or e-mail address given to it by a member remains valid unless the member informs the Charity that it is not.

50.5 Where a member has informed the Charity in Writing of his consent, or has given deemed consent in accordance with the Act, to receiving notices from the Charity by means of a website, notice will be validly given if the Charity sends that member a notification informing him that the documents forming part of the notice may be viewed on a specified website. The notification must provide the website address, and the place on the website where the notice may be accessed and an explanation of how it may be accessed. If the notice relates to a general meeting the notification must state that it concerns a notice of a general meeting and give the place, date and time of the meeting. The notice must be available on the website throughout the notice period until the end of the meeting in question.

51. Accidental Omission of Notice

51.1 Sometimes a person entitled to receive a notice of a meeting does not receive it because of accidental omission or some other similar reason. This does not invalidate the proceedings of that meeting.

52. Who is Entitled to Notice of General Meetings

52.1 Notice of every general meeting must be given to:-

52.1.1 every member (except those members who lack a registered address within the United Kingdom and have not given the Charity an address for notices within the United Kingdom and have not consented to receiving notice by email or fax);

52.1.2 the reporting accountants or auditor of the Charity; and

52.1.3 all Trustees.

52.2 No one else is entitled to receive notice of general meetings.

53. Alteration of the Articles

53.1 The Charity may alter these Articles only by a special resolution. A special resolution may be passed as a written special resolution or passed at a meeting of members of which 14 Clear Days' notice has been given of the intention to pass a special resolution and at which at least 75% of those voting vote in favour of it. Such a resolution may be passed on shorter notice if 90% of members having the right to vote agree to such short notice.

53.2 No alteration may be made to an Article which amends the objects, or which directs the application of property on dissolution, or which authorises any benefit for members or Trustees without the Charity Commission's prior written approval where that is required by law.

53.3 The Charity shall inform the Charity Commission and Companies House of any alterations to the Articles and all future copies of the Articles issued must contain the alterations.

53.4 Alterations may also require the consent of other bodies.

54. Regulations

54.1 The Board may make such regulations, by-laws or standing orders as it sees fit. These must not be inconsistent with the Articles or such that they would otherwise need to be made by a special resolution. No regulation may be made which invalidates any prior act of the Board which would otherwise have been valid.

55. Dissolution of the Charity

55.1 A general meeting may decide at any time to dissolve the Charity.

55.2 Any surplus must be used in accordance with the provisions of the Memorandum of Association.

Subscribers

We, the people whose names, addresses and signatures are written below, wish to form into a company with this Memorandum of Association.

Signatures, names, and addresses of Subscribers

Name:

Address:

Signature:

Name:

Address:

Signature:

Dated this day of 2009

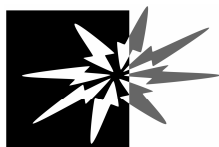
Witness to the above signatures

Name

Address

Occupation

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Haringey Council **DRAFT**

Agenda item:

[No 1]**Cabinet****On 17 November 2009**Report Title. **Local Development Scheme**Report authorised by **Niall Bolger, Director of Urban Environment**

Contact Officer : Ismail Mohammed ext 2686

Wards(s) affected: **ALL**Report for: **Key Decision****1. Purpose of the report (That is, the decision required)**

- 1.1 To seek Cabinet approval for the revised Local Development Scheme (LDS) for Haringey for the preparation of a set of planning policy documents to complement the emerging Core Strategy.

2. Introduction by Cabinet Member (if necessary)

- 2.1 This report is brought to the Cabinet to agree the Local Development Scheme (LDS) that is the project management document for the delivery of the Haringey's Local Development Framework (LDF). There have been number of reviews to the suite of planning policy documents the Council is preparing and the time table for the preparation that accords with the Government Guidance in PPS12. Some of the changes proposed in the LDS are significant that now require a further consideration by the Cabinet before submission.

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

- 3.1 The Local Development Scheme (LDS) needs to take into account the need to prepare suit of planning policy documents that influence the future developments in the Borough. In accordance with PPS12 Local Spatial Planning, the LDS is the projects management document within the Haringey Local Development

3.2	<p>Framework that also aligns with the priorities identified in Haringey's Sustainable Community Strategy (SCS).</p> <p>The LDS will seek to contribute to achieving the vision in the SCS which is a place for diverse communities that people are proud to belong to, by ensuring that the Council can provide a planning policy framework to deliver this vision.</p>
<p>4. Recommendations</p> <p>4.1 That Members agree to the submission of the Haringey's Local Development Scheme to GLA and GoL for approval.</p> <p>4.2 That Members agree that any amendments required to be made to the Local Development Scheme document to be approved by Lead Member for Spatial Planning Policy in consultation with the Director Urban Environment before finalising the Local Development Scheme for submission and following submission to and comments from the GLA and GoL, to delegate to the Lead Member authority to make any further amendments to the LDS prior to submission to the Secretary of State</p>	
<p>5. Reason for recommendation(s)</p> <p>5.1 The Cabinet approval is required to make changes to the Local development Scheme before submission to GLA and GoL.</p>	
<p>6 Other options considered</p> <p>6.1 To retain the existing programme, however that would not reflect the changes that are now being envisaged by the Planning Service to deliver an effective LDF for the Borough.</p>	
<p>7. Summary</p> <p>7.1 The report set out the Council's project plan for the delivery of the Haringey Local development Framework (LDF). The programme for the delivery of suite of planning policy has been amended to reflect the work programme and the need to review other document that should be also be prepared.</p> <p>7.2 The Council is required to review its Local Development Scheme (LDS) regularly if changes to the project Plan for preparing planning policy document are envisaged. A set of emerging new planning policy documents which can be included in the revised LDS were reported to the Cabinet in April 2009. As a result of consultation with statutory bodies on the LDS and also on the Core Strategy Preferred Options, and the due to the lack of agreement for future directions on Central Leaside Area Action Plan with LB Enfield, further changes have become necessary for the LDS. LDS will be submitted to the Greater London Authority and Government Office for London for their approval.</p>	

Background

- 7.3 The Local Development Scheme (LDS) is a project plan, which sets out a work programme for preparing the Local Development Framework. It identifies the planning documents to be prepared, the timetable and milestones for their production, the evidence base required and the resources available. It should be devised with available resources in mind. It also provides a starting point for the community to find out about the Council's planning policies and proposals in respect of a particular area or topic, what plans the Council intends to produce in the future and when they can get involved in this process.
- 7.4 Haringey's current Local Development Scheme was approved by Government Office for London in 2007, and included Development Plan Documents such as the Statement of Community Involvement, Core Strategy, North London Joint Waste Plan, Central Leaside Area Action Plan and a number of Supplementary Planning Documents.
- 7.5 The Annual Monitoring Report monitors progress on the Local Development Framework against the milestones set out in the Local Development Scheme. There has also been progress report to the Cabinet in October 2008. However, in line with planning regulations, if there are documents to be added or removed from the work programme, then this requires a formal revision of the LDS.
- 7.6 The revised Local Development Scheme will need to reflect the changes introduced by the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008. The main change that will affect the Local Development Scheme is the deletion of Regulation 26 Preferred Issues & Options Consultation when preparing Development Plan Documents.
- 7.7 Once a full review of the LDS has been undertaken it will need to be approved for submission to the Greater London Authority and Government Office for London, and be brought into effect immediately upon receiving a notice from either of the above that they do not wish to intervene.
- 7.8 A set of emerging new planning policy documents which can be included in the revised LDS were reported to the Cabinet in April 2009. As a result of consultation with statutory bodies on the LDS and also on the Core Strategy Preferred Options, and the due to the lack of agreement for future directions on Central Leaside Area Action Plan with LB Enfield, further changes have become necessary for the LDS.
- 7.9 The revised LDS will set out a revised timetable for the Core Strategy, and the Joint Waste Plan, and will include new set of documents to meet the new challenges and the emerging issues such as an Area Action Plan for Wood Green and an Supplementary Guidance for Sustainable Design and Construction including decentralised energy capacity in Haringey.

- 7.10 On the basis of profound differences that emerged between the two authorities during the course of the preparation of the joint Central Leaside Area Action Plan LB Enfield decided to terminate the joint working arrangements. Therefore, the Central Leaside AAP needs will to be removed from the LDS.

Revised Local Development Scheme

- 7.8 The details of the progress on the existing Local Development Scheme and the new Development Plan Documents proposed for inclusion in the revised LDS are set out below.

Statement of Community Involvement (SCI)

- 7.9 The SCI sets out the standards for involving local communities in the preparation of Local Development Documents and development control decisions. This was adopted in February 2008. The SCI will be updated to reflect the new regulations and also the new LDS project plan and timetable once the revised LDS is approved.

Development Plan Documents (DPD)

Core Strategy

- 7.10 The Core Strategy will help shape the kind of place Haringey will be in 2020, balancing the needs and aspirations of residents and businesses against strategic development needs. Reflecting the changes in new PPS 12 (2008), Core Strategy will include a plan to indicate how community infrastructure will be delivered. The timetable for the preparation of the Core Strategy will include a revised date for consultation stages, submission date to Secretary of State for Examination in Public and the adoption date. This reflects the changes introduced to the process by The Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008. Please see appendix 1 for the revised timetable.

Joint Waste Development Plan Document

- 7.11 Unitary authorities are required under the Planning and Compulsory Purchase Act 2004 to produce a Waste Development Plan Document for their area. The Council has agreed to prepare a Joint Waste Development Plan Document plan with six other north London boroughs that make up the North London Waste Authority area. The document will provide waste projections and identify the mix and location of waste facilities needed in the sub-region.
- 7.12 The initial key milestones for the document have been met. However, with agreement with all stakeholders involved in the process, a revised timetable is being prepared to allow more assessment of the waste sites identified so far. The revised LDS will reflect these changes. Please see appendix 1 for the draft revised timetable.

Sites Allocations DPD

- 7.14 This document will set out proposals for major development sites in the borough and will contain other site specific policies as appropriate.

Development Control Policies (DPD)

- 7.15 This document will contain borough –wide policies against which planning applications can be assessed. The document will not repeat national or regional policies and the guidance provided via the national planning policy statements. It will focus on policies which will reflect conditions specific to Haringey.

Wood Green Area Action Plan DPD

- 7.16 The Area Action Plan for this Metropolitan Shopping Centre will provide an opportunity to assess the future potential of the centre to promote and expand retail, leisure and commercial uses and to contribute to the future regeneration of this important part of the Borough. The Area action Plan can also improve access and connectivity to the adjoining cultural and heritage area and landmarks. The Area Action Plan will provide the planning policies to deliver and expansion of retail and commercial activities

Supplementary Planning Documents (SPD)

- 7.16 New PPS 12 and the regulations indicate that local authorities do not have to include Supplementary Planning Documents in their LDS. Haringey's 2007 LDS included 5 SPDs – all of which have now been adopted. These are
- Open Space Standards Supplementary Planning Document (adopted in June 2008)
 - Housing Supplementary Planning Document (adopted in October 2008)
 - Tottenham Hale SPD (adopted Oct 2006)
 - Lawrence Road SPD (adopted Oct 2007)
 - Wood Green SPD (adopted Oct 2008)
- 7.17 The revised LDS will contain new Supplementary Planning Documents to support and detail further our planning policies. One of the key SPDs will be the Sustainable Design and Construction and Decentralised Energy Infrastructure SPD. This will provide guidance on design and construction solutions to achieve sustainable buildings and also the effective utilisation of renewable energy and new technologies.
- 7.18 One of the key areas of focus will be decentralised energy networks building upon the work and studies on potential and capacity for site or area- based energy networks. Haringey Council has been successful in securing resources through the Mayor's London Development Agency (LDA) to investigate local energy networks. The LDA support scheme will enable us to build upon existing innovative work in Haringey and will enable Haringey to move towards project feasibility and implementation. The work will also assist with our emerging new planning policies for sustainable design and construction and renewable energy use.

8. Chief Financial Officer Comments

- 8.1 The revenue budget for Urban Environment for 2009/10 includes one-off additional resources of £100k to enable the policy team to deliver all planning documents required for the Local Development Framework. There is no provision for 2010/11.
- 8.2 There is no revenue budget allocated to meet the likely expenditure that will be incurred for the Examination in Public for the LDF document that will be submitted to the secretary of State. This expenditure cover the cost of the appointed Planning Inspector by the Planning Inspectorate and employment of the Programme Manager to manage and administer the Examination in Public stage of the LDF documents from pre-submission to the Planning Inspector's Report. The Programme Manager supports and works with Planning Inspector and is based within the local authority.

9. Head of Legal Services Comments

- 9.1 The review of the Local Development Scheme (LDS) accords with the guidance set out in Para 4.55 of PPS12. The LDS is the appropriate document to review the programme and time-table for preparing the suite of documents for the Local Development Framework.

10. Head of Procurement Comments –[Required for Procurement Committee]**11. Equalities and Community Cohesion Comments**

- 11.1 The Local Development Scheme is a project plan for preparing a suite of planning documents which will address equalities and diversity. Each plan document will be subject to a number of assessments during the preparation stage including Sustainability Appraisal and Equality Impact Assessments.

12. Consultation

- 12.1 The Local Development Scheme is a project plan which is not subject to public consultation. Once a revised LDS is submitted to the Greater London Authority and comes into effect, it will be made publicly available at Council's offices and published on the website. Individual Plan documents are subject to public consultation in line with the Statement of Community Involvement. Each plan document will set out the key milestones for public consultation.

13. Service Financial Comments

13.1	There is an allocation of £100K within the Planning Policy budget to support the preparation of suite of document for the Local Development Framework in 2009/10. There is no LDF allocation for 2010/11 and beyond where most of the examination in public costs will arise.
14. Use of appendices /Tables and photographs	
14.1	Timetable for Development Plan Documents for 2009 Local Development Scheme
15. Local Government (Access to Information) Act 1985	
15.1	Background documents include: <ul style="list-style-type: none"> • Haringey's Local Development Scheme, March 2007 • Haringey Local Development Scheme –Progress Report, October 2008 • Haringey Local Development Plan – April 2009 • Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008 • Planning Policy Statement 12: Local Spatial Planning (DCLG, June 2008)

APPENDIX 1**Timetable for Development Plan Documents for 2009 Local Development Scheme**

Core Strategy (including Sustainability Appraisal)	
Milestone	Target
Consultation on issues and options	Feb – March 08
Consultation on draft Core Strategy with preferred options	May-June 09
Consideration representations	Jun – July 09
Prepare draft Core Strategy	Aug – Oct 09
Cabinet & Full Council	Jan –Feb 2010
Pre-Submission Consultation	March-April 2010
Consider representations	April – May 2010
Submit to Secretary of State	June 2010
Examination	Sept 2010
Adoption	Jan/Feb 2011

Development Control Policies (including Sustainability Appraisal)	
Milestone	Target
Scoping and developing the evidence base	Oct - Nov 09
Consultation on the DPD	March-April 2010
Consideration representations	May-June 2010
Pre-submission consultation	Oct – Nov 2010
Consider representations	Dec 2010 – Jan 2011
Submit to Secretary of State	Feb 2011
Examination	April – May 2011
Adoption	Sept 2011

Site Allocations (including Sustainability Appraisal)	
Milestone	Target
Scoping and developing the evidence base	Oct - Nov 09
Consultation on the DPD	March-April 2010
Consideration representations	May-June 2010
Pre-submission consultation	Oct – Nov 2010
Consider representations	Dec 2010 – Jan 2011
Submit to Secretary of State	Feb 2011
Examination	April – May 2011
Adoption	Sept 2011

Joint Waste Plan (including Sustainability Appraisal)	
Milestone	Target
Consultation on issues and options	Jan – Feb 08
Consultation on preferred options	Oct 2009
Pre-Submission Consultation	June/July 2010
Submission to the Secretary of State	Oct 2010
Public consultation on submission draft	Oct 2010
Pre-Examination Meeting	Dec 2010
Examination	Feb 2011
Receive Inspector's Report	June 2011
Adoption	Nov 2011

Wood Green Area Action Plan (including Sustainability Appraisal)	
Milestone	Target
Scoping and developing the evidence base	September 2010
Consultation on the DPD	March/April 2011
Consideration representations	May/June 2011
Pre-submission consultation	Oct 2011
Consider representations	Dec 2011
Submit to Secretary of State	Mar 2012
Examination	June 2012
Adoption	Dec 2012

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APPENDIX A

LONDON BOROUGH OF HARINGEY

LOCAL DEVELOPMENT SCHEME

NOVEMBER 2009

EXECUTIVE SUMMARY

Haringey Council is committed to the continuous improvement of its planning policies to make Haringey's built environment a better place in which to live, work and visit. Haringey's Local Development Scheme demonstrates this commitment and sets out a work programme for the development of the Council's Local Development Framework (LDF).

Local planning authorities are required to submit a Local Development Scheme detailing a three year project plan to implement the preparation and development of local planning documents.

The Council adopted the Haringey Unitary Development Plan (UDP) in 2006. Haringey Council is now working on replacing the UDP with the LDF. The Local Development Scheme (LDS) outlines the status of each document as well as identifying strategic priorities that will influence the preparation of the LDF.

The LDS document has been prepared in consultation with the Government Office of London, Greater London Authority and the Planning Inspectorate, and has been developed in accordance with relevant legislation and regulations and Government Guidance.

The Local Development Scheme has been revised to respond to the changing strategic priorities, national and regional policy and to update the progress set out in the Annual Monitoring Report. To keep the local community informed of progress, the revised Local Development Scheme, the Annual Monitoring Report and any future revisions will be made publicly available from Council offices and its website.

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Executive Summary

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1. INTRODUCTION

Background

A broad range of reforms to improve the efficiency and effectiveness of the planning system have been introduced by the Government over recent years. These include changes to the development control process, improvements to the regional planning process and to the compulsory purchase system. The most significant reform taken forward by the 2004 Planning and Compulsory Purchase Act and the 2007 Planning Bill was the introduction of Local Development Frameworks (LDFs). LDFs are a format for local plans that make documentary and procedural requirements for the preparation and operation of local plans.

The Council adopted the Haringey Unitary Development Plan (UDP) in 2006. Haringey Council is now working on replacing the UDP with an LDF. The Local Development Scheme outlines the status of each document as well as identifying strategic priorities that will influence the preparation of the LDF.

Local planning authorities are required to prepare a Local Development Scheme (LDS) detailing a rolling three year project plan for the preparation and development of local planning documents in the LDF.

The LDS is reviewed annually as part of the Annual Monitoring Report and submitted to Government Office for London and the Greater London Authority. The LDS has been revised and now covers a three year period up to **November 2012**, it came into effect on XX **November 2009**.

The LDS is publicly available at the Council offices and has been published on its website. Further copies of this LDS can be obtained from Haringey Council's website or by contacting the Planning Policy Team:

Haringey Council
639 High Road
Tottenham
N17 8BD
Telephone: 020 8489 5269.

Email: ldf@haringey.gov.uk
Internet: www.haringey.gov.uk

What is a Local Development Framework?

A Local Development Framework is a group of planning policy documents which together make up the development plan for the area. The Local Development Framework allows Haringey the flexibility to prepare, adopt and revise policy documents relating to different aspects of the development plan independently. This will help Haringey respond to changing circumstances and keep plans and policies up to date. The system is a **continuous** programme of policy development, monitoring and revision.

The Local Development Framework includes Local Development Documents (LDDs), a **Statement of Community Involvement (SCI)**, which sets out the minimum standards for community involvement in plan making and in the decision process on planning applications, an Annual Monitoring Report, and this document, the Local Development Scheme.

What is a Local Development Scheme?

The Local Development Scheme is a project plan, which sets out the details of the local development documents Haringey intends to produce over the next three years. It outlines the status and purpose of local development documents, the timetable and milestones for their production and the evidence base and resources required. Figure 2 illustrates the relationship between the Local Development Documents, the Unitary Development Plan and the London Plan.

The LDS has been prepared in consultation with the Government Office for London and the Planning Inspectorate and has been developed in accordance with relevant legislation and regulations and Government guidance.

Transitional Arrangements and Saved Plans

Haringey adopted its Unitary Development Plan in July 2006. The UDP policies are automatically saved for three years from the date of adoption to ensure that the borough has an up-to-date set of planning policies. Haringey is working to produce an LDF to replace the UDP when it expires in June 2009.

Saved Policies

The Council submitted to the Government Office for London and Greater London Authority a schedule for saved policies and these are agreed with the Government Office for London. The Saved UDP policies have come into effect in July 2009. The saved policies meet the following criteria:

- Policies have regards to the Sustainable Community Strategy for Haringey
- The policies are in general conformity with the London Plan
- The policies effectively cover an area where significant change in the use or development of land or conservation of the area is envisaged; and
- The policies are necessary and do not repeat national or regional policy.

A number of supplementary planning guidance notes (SPGs) were developed in parallel with the UDP. Some were adopted in October 2006 and exist as non-statutory approved guidance and are listed in Appendix 1. Some of the SPGs have been replaced by Supplementary Planning Documents (SPDs) to supplement the UDP policies and future DPDs. This, for example, includes the Housing SPD to supplement the housing policies of the UDP, adopted in October 2008.

2. HARINGEY'S LOCAL DEVELOPMENT FRAMEWORK

Haringey's approach to the preparation of its LDF is consistent with the objectives of the Planning and Compulsory Purchase Act (2004), and PPS 12 Local Spatial Planning and builds on the UDP process. It also takes into account the changes to the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008.

In particular, through the development of the LDF Haringey seeks to:

- Give better effect to the Sustainable Community Strategy and other Council strategies through planning policy
- Simplify planning policies and enhance their workability and transparency for all stakeholders
- Develop a more responsive development framework that can better meet emerging strategic priorities and community needs.

The LDF will continuously need to be revised in response to emerging strategic priorities and Council initiatives. The documents that make up the Haringey LDF must also be maintained in general conformity with national guidance and the London Plan. For policies to be in 'general conformity' any inconsistency or omission should not cause significant harm to the implementation of national or regional strategies.

Haringey Sustainable Community Strategy and the LDF

The Haringey Community Strategy was adopted in 2008; it sets out the long term vision for the Haringey area. The strategy's vision is that Haringey will be:

"A place for diverse communities that people are proud to belong to"

A priority area of the strategy is to ensure that Haringey will have an *environmentally sustainable future*. The LDF is identified as a key tool to delivering under this and the other priority areas. These include ensuring that Haringey has economic vitality and prosperity shared by all, is safer for all, has healthier people with a better quality of life and is people focussed.

The Local Development Framework seeks to implement the policies of the Sustainable Community Strategy and determine how they will be expressed as land-use and development objectives. The Statement of Community Involvement will also facilitate Sustainable Community Strategy development through better consultation processes and engagement with the community.

Other Council Strategies and Policies

Meeting housing needs through better housing delivery is one of the most significant challenges facing Haringey over the next ten years. Planning policy and the LDF has a key role to play in meeting this challenge.

It is critical that the development of Haringey's LDF evidence base is informed by the most recent and up to date housing information and strategy. A Housing Needs Assessment was completed in 2007, and Haringey is working in partnership with the Greater London Authority and other North London Boroughs on a Strategic Housing Market Assessment. The findings of these assessments will feed into the production of the LDF.

Other strategic documents provide the basis for the preparation of the Haringey LDF. Some of these documents are land-use based and include local, regional and national development

strategies which will be implemented through both spatial and thematic policies contained in the LDF. Some are higher level strategic documents, which identify planning implementation mechanisms and provide evidence to support the new policies. These documents are listed in Appendix 2.

Overview of the Local Development Framework

Haringey's Local Development Framework will consist of a number of documents that articulate the Council's land-use and development strategies and seek to deliver them through planning assessment and ultimately development outcomes.

The LDF will comprise a group of documents which will replace the Unitary Development Plan:

Development Plan Documents will replace the UDP and will have statutory development plan status under the Planning and Compulsory Purchase Act 2004 and the proposals set out in the Planning Bill (2007). The key milestones for DPDs and the Statement of Community Involvement (SCI) are preparation and engagement (regulation 25), statutory consultation on the proposed submission (regulation 28), independent examination and adoption. DPDs contain the policies, proposals and designations against which planning applications will be assessed against.

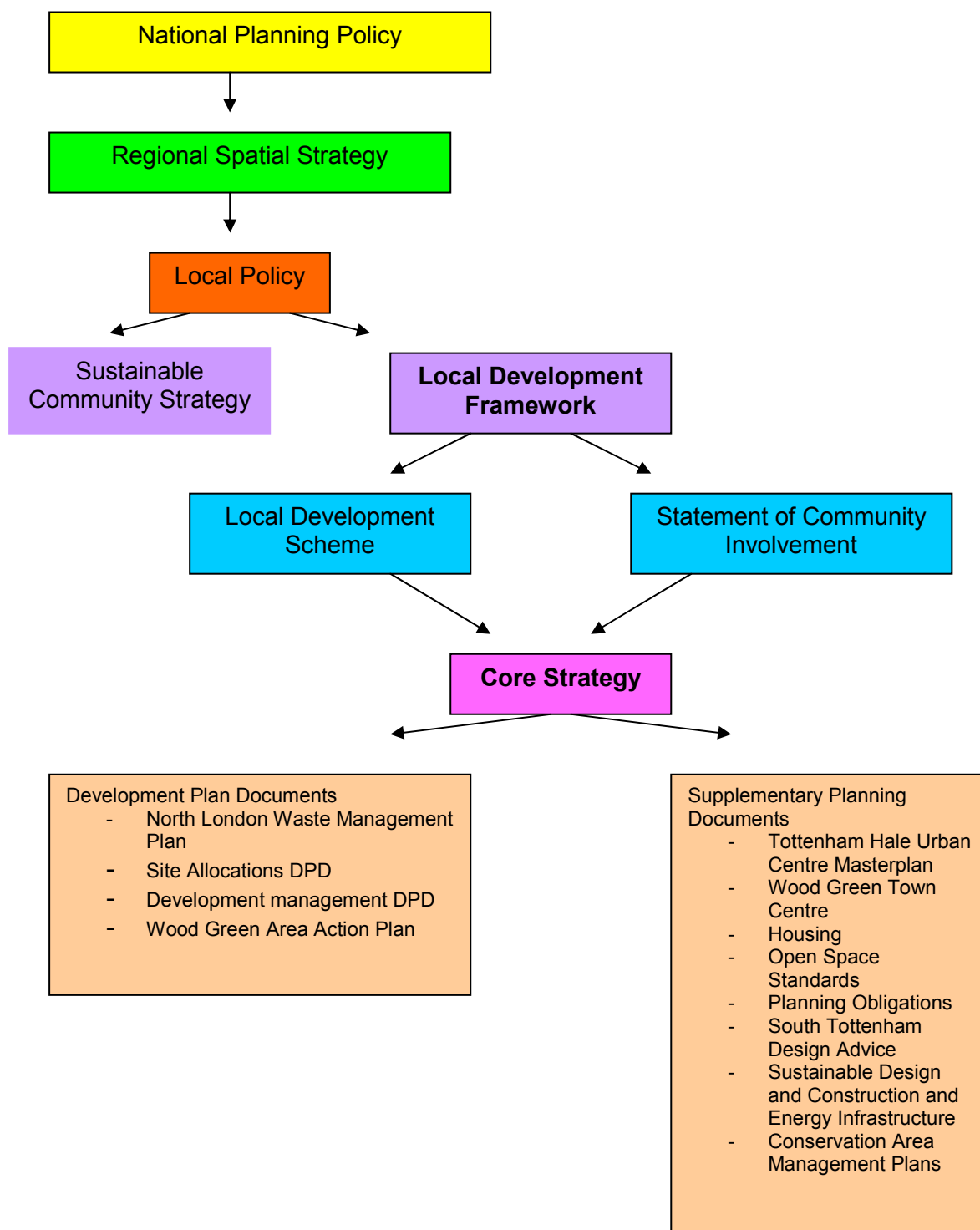
Supplementary Planning Documents will be prepared to supplement and support planning policies and proposals that require additional guidance. The SPDs will be directly related to specific policies in the 'saved' UDP and subsequently the DPDs. These documents may also aid delivery of DPDs by setting out the information required to demonstrate performance against local policies.

SPDs can be either thematic or spatial and in different formats, for example design guides and practical advice notes. Although not subject to independent examination, SPDs are subject to extensive consultation. The key milestones for SPDs are public consultation (regulation 17) and adoption.

The Statement of Community Involvement (SCI) sets out the standards that Haringey will achieve in engaging the community in the preparation of LDDs and in major development control decisions. The purpose of the SCI is to facilitate strategy development by promoting more effective engagement with the community and identification of stakeholder needs. Haringey adopted its SCI in February 2008. Once the revised LDS is approved, the SCI will be updated to reflect the changes to the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008, and the revised LDS.

The Annual Monitoring Report (AMR) monitors the progress on the LDF against the milestones set out in the LDS. It also assesses the effectiveness of planning policies and proposals. If changes to the timetable are necessary or a document is added or removed from the work programme, then this requires a formal revision of the LDS. The first AMR was submitted to the Government Office for London in December 2005. The last AMR was submitted to the Government Office for London in December 2008 and monitored the period April 2007 to March 2008.

Figure 1: Haringey's Local Development Framework 2011-2026



HARINGEY'S LOCAL DEVELOPMENT SCHEME

The revised Local Development Scheme reflects the changes introduced by the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008. The main change that will affect the Local Development Scheme is the deletion of Regulation 26 Preferred Issues & Options Consultation when preparing Development Plan Documents.

The LDF will comprise of a number of Local Development Documents (LDDs). The following LDDs are proposed:

Development Plan Documents:

Core Strategy and Proposals Map
Development Control Policies
Site Allocation Plan
Joint Waste Development Plan Document
Wood Green Area Action Plan

Other documents in the LDF include:

Statement of Community Involvement (SCI)
Supplementary Planning Documents (SPDs)
Annual Monitoring Report (AMR)
Local Development Scheme (LDS)

All documents in the LDF with the exception of the SCI, AMR and LDS will be accompanied by a series of supporting documents, which will include:

- A statement of general conformity with the London Plan
- Strategic Environmental Assessment/Sustainability Appraisal
- Where applicable, an explanation of how the document has been prepared in accordance with the SCI
- A statement of all the representations received during the consultation period(s)
- List of documents relevant to the LDD.

Progress on the Local Development Framework

The LDS has been revised to reflect progress on the following milestones:

- Adoption of the UDP in July 2006
- Adoption of five draft Supplementary Planning Guidance notes and two Codes of Practice in October 2006
- Adoption of the Tottenham Hale Urban Centre Masterplan SPD in October 2006
- Adoption of the Lawrence Road SPD in October 2007
- Consultation on the issues and options for the Core Strategy in December 2007
- Adoption of the Statement of Community Involvement in February 2008
- Adoption of the Open Space and Recreation Standards SPD in June 2008
- Adoption of the 'Housing' SPD in October 2008
- Adoption of the 'Wood Green Town Centre' SPD in Oct 2008

Due to the lack of agreement for future directions on Central Leaside Area Action Plan with the LB Enfield, this joint Area Action Plan is not being progressed further and has therefore been removed from Haringey's LDS.

The LDS is also revised to reflect the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008, and it does not need to set out a detailed timetable for the SPDs. The Haringey LDS will contain a list of adopted and proposed supplementary

planning documents. Further information about the proposed SPDs will be publicised in line with Statement of Community Involvement consultation and community engagement plan.

Due to the lack of agreement for future directions on Central Leaside Area Action Plan with LB Enfield, this joint Area Action Plan has now been removed from Haringey's LDS.

Local Development Scheme Programme

The following section describes each LDD, its role within the LDF and the proposed timetable for its preparation.

Core Strategy

Status: Development Plan Document in preparation

Description:

The Core Strategy is central to the LDF, all other development plan documents and supplementary planning documents will be in conformity with it. The Core Strategy will include housing targets derived from the London Plan and broad locations for the delivery of new housing and other strategic development needs. Background work on the Core Strategy builds on and updates research carried out as part of the UDP process. The timetable for the preparation of the Core Strategy includes a revised date for consultation stages. This reflects the changes introduced to the process by The Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008.

Supporting Documents:

Planning Policy Statements and Guidance
The London Plan (2008)
North London Sub Regional Development Framework
Haringey Sustainable Community Strategy
Haringey Unitary Development Plan (2006)

Core Strategy (including Sustainability Appraisal)	
Milestone	Target
Consultation on issues and options	Feb – March 08
Consultation on draft Core Strategy with preferred options	May-June 09
Consideration representations	Jun – July 09
Prepare draft Core Strategy	Aug – Oct 09
Cabinet & Full Council	Jan/ Feb Jan 2010
Pre-Submission Consultation	March-April 2010
Consider representations	April – May 2010
Submit to Secretary of State	June 2010
Examination	Sept 2010
Adoption	Jan/Feb 2011

Resources:

The Planning Policy Team will be responsible for the project management of the Core Strategy. Additional input will come from other departments within the Council and external partners. Close links with Haringey's Sustainable Community Strategy will enable shared processes and resources. It is estimated that the costs of submission and examination will total £60,000. These costs in the Council's budget for planning in 2009/2010 and further costs may be included as an investment bid in the Council's budget for planning in 2010/2011 to 2011/12.

Development Control Policies DPD

Status: Development Plan Document in preparation

Description:

The Development Control Policies DPD will provides a framework for development management function and to determine development proposals.

Supporting Documents:

Planning Policy Statements and Guidance

The London Plan (2008)

North London Sub Regional Development Framework

Haringey UDP Core Strategy (when adopted)

Development Control Policies (including Sustainability Appraisal)	
Milestone	Target
Scoping and developing the evidence base	Oct - Nov 09
Consultation on the DPD	March-April 2010
Pre-submission consultation	Oct – Nov 2010
Consider representations	Dec 2010 – Jan 2011
Submit to Secretary of State	Feb 2011
Examination	April – May 2011
Adoption	Sept 2011

Resources :

The Planning Policy Team will be responsible for the project management of the Development Control Policies DPD. Additional input will come from other departments within the Council. It is estimated that the costs of submission and examination will total £60,000. These costs are in the Council's budget for planning in 2009/2010 and further costs may be included as an investment bid in the Council's budget for planning in 2010/2011 to 2011/12.

Site Allocations DPD

Status: Development Plan Document in preparation

Description: The Site Allocation DPD will identify site for future housing development to meet the future housing needs in the Borough and the projected housing targets set out in the London Plan

Supporting Documents:

Planning Policy Statements and Guidance

The London Plan (2008)

North London Sub Regional Development Framework

Haringey UDP / Core Strategy

Site Allocations (including Sustainability Appraisal)	
Milestone	Target
Scoping and developing the evidence base	Oct - Nov 09
Consultation on the DPD	March-April 2010
Pre-submission consultation	Oct – Nov 2010
Consider representations	Dec 2010 – Jan 2011
Submit to Secretary of State	Feb 2011
Examination	April – May 2011
Adoption	Sept 2011

Resources : The Planning Policy Team will be responsible for the project management of the Site Allocations DPD. Additional input will come from other departments within the Council and external partners. It is estimated that the costs of submission and examination will total £60,000. These costs are in the Council's budget for planning in 2009/2010 and further costs may be included as an investment bid in the Council's budget for planning in 2010/2011 to 2011/12.

Joint Waste Development Plan Document

Status: Development Plan Document in preparation

Description:

Unitary authorities are required under the Planning and Compulsory Purchase Act 2004 to produce a Waste Development Plan Document for their area. The Council has agreed to prepare a Joint Waste Development Plan Document with the six other north London boroughs that make up the North London Waste Authority area (Barnet, Camden, Enfield, Hackney, Islington, Waltham Forest). The document will provide waste projections and identify the mix and location of waste facilities needed in the sub-region.

It is anticipated that the document will be adopted in November 2011.

Supporting Documents:

Planning Policy Statements and Guidance

The London Plan (2008)

North London Joint Waste Strategy

Haringey Unitary Development Plan - the development plan document will be developed in accordance with Policy ENV13 'Sustainable Waste Management' of the UDP, which will be replaced by a waste management policy in the Core Strategy.

Joint Waste Plan (including Sustainability Appraisal)	
Milestone	Target
Consultation on issues and options	Jan – Feb 08
Consultation on preferred options	Oct 2009
Pre-Submission Consultation	June/July 2010
Submission to the Secretary of State	Oct 2010
Public consultation on submission draft	Oct 2010
Pre-Examination Meeting	Dec 2010
Examination	Feb 2011
Receive Inspector's Report	June 2011
Adoption	Nov 2011

Resources:

Consultants have been appointed to undertake the production of the Joint Waste DPD. An officer from the Planning Policy Team will liaise with and support consultants. As this is a joint document, there are estimated cost savings associated with its preparation and production. Cost to the Council in 2008/09 was £30K

It is estimated that Haringey's contribution to the submission and examination of the document will total £45,000. These costs are in the Council's budget for planning in 2009/2010 and further costs may be included as an investment bid in the Council's budget for planning in 2010/2011 to 2011/12.

Wood Green Area Action Plan

Status: Development Plan Document in preparation

Description: Wood Green is the premier shopping centre in Haringey that is subject to number of pressures for change. The Area Action Plan for this Metropolitan Shopping Centre will provide an opportunity to assess the future potential of the centre to promote and expand retail, leisure and commercial uses and to contribute to the future regeneration of this important part of the Borough. The Area action Plan can also improve access and connectivity to the adjoining cultural and heritage area and landmarks. The Area Action Plan will provide the planning policies to deliver and expansion of retail and commercial activities.

Supporting Documents:

Planning Policy Statements and Guidance

The London Plan 2008

North London Sub Regional Development Framework

Haringey Unitary Development Plan – key policies AC1 Haringey Heartlands, EMP2 Defined Employment Areas - Industrial Locations and M1 Transport Improvements

Timetable for preparation:	
Milestone	Target
Preparation of draft AAP issues and options	September 2010
Consultation on draft AAP issues and options	March/April 2011
Publish and consult on preferred options	May June 2011
Submission to Secretary of State	Oct 2011
Pre-Examination Meeting	Dec 2011
Examination	Mar 2012
Adoption	June 2012
Sustainability Appraisal	Dec 2012

Resources :

The Planning Policy Team will be responsible for the project management of the Wood Gree Area Action Plan. Additional input will come from other departments within the Council and external partners. The Document will be closely linked to the Haringey's emerging Core Strategy that will enable better management of development and decision making. It is estimated that the costs of submission and examination will total £60,000. These costs are in the Council's budget for planning in 2009/2010 and further costs may be included as an investment bid in the Council's budget for planning in 2010/2011 to 2012/13.

Table 1: Haringey's Local Development Framework Programme

Document Title	Status	Description	In conformity with	Consultation on Draft for Submission	Publication of draft (SPDs only)	Date of submission to Secretary of State	Date of Adoption
Core Strategy	DPD	Sets out overall vision, spatial strategy and core policies.	National Planning Policy Guidance and Statements, London Plan				
Development Control Policies	DPD	Set out planning policies for the development management functions	URD, Core Strategy				
Site Allocations	DPD	To identify site for future housing development	UDP, Core Strategy				
Joint Waste Development Plan Document	DPD	Policies and proposals for waste management	UDP, Core Strategy				
Wood Green Area Action Plan	DPD	Set out planning policies for the metropolitan shopping centre	UDP, Core Strategy				

HARINGEY LOCAL DEVELOPMENT FRAMEWORK PROGRAMME

Project Delivery Strategy

Preparation and Prioritisation of Documents

The structure and relative size of the LDDs is such that it allows documents to be prepared in parallel. It is expected that level of preparation required for each document will vary; this will become clearer as the Council prepares the LDF.

In prioritising the preparation of LDF documents, particular regard has been paid to the timing for production of key strategic housing documents. This is consistent with the Government's objectives for planning reform and strategic priorities contained in the London Plan.

Irrespective of the level of preparation required, every effort will be made to ensure that DPDs are based on the most current information and are consistent with current Community Strategy, national and regional policies and guidance.

Consultation

To maximise effectiveness and efficiency and to streamline delivery all LDDs will be delivered following the same consultative process.

The Statement of Community Involvement was adopted in February 2008. Consultation for all future LDDs will be carried out in accordance with the objectives and performance standards set out in the SCI subject to the changes introduced by The Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008. The introduction of the changes to plan preparation regulations has an impact on the production of the Core Strategy which will now proceed under the new regulations.

Sustainability Appraisal and Strategic Environmental Assessment

In order to ensure that plan preparation is based on the principles of sustainable development, all LDDs will be subject to a Sustainability Appraisal (SA) as required by Section 39 of the Planning and Compulsory Purchase Act 2004. An SA will examine the environmental, economic and social impacts of each document/plan. The findings of the SA will be a material consideration in determining the soundness of Development Plan Documents during the examination stage.

The European Union Directive 2001/42/EC requires that plans and programmes that are likely to have effects on the environment must be subject to a formal strategic environmental assessment (SEA).

Although the two types of appraisal have a different focus, it will be possible to combine them into one assessment process. The SA/SEA assessment will be an iterative process, which will be undertaken throughout the preparation of different elements of the LDF.

If necessary, consultants, with specific expertise in sustainability appraisals will be employed to assist in this task.

Risk Factors and Strategies

Given the nature of the LDS it is essential that there is a clear risk assessment of the project plans. The Council will be cognisant of the following key areas of risk and in working towards the milestones in the Haringey LDS:

Staff turnover

In the current employment market it is expected that this will be a constant risk factor throughout the development of the LDF and if not accounted for could result in slippage and affect the soundness of policies.

The project working group arrangements will help to ensure that all policy officers in the project working group are exposed to a wide range of policy areas and issues that lie outside their direct policy responsibilities. Such arrangements will facilitate knowledge sharing and the capacity of officers to deal with a wide range of policy issues and to assume new responsibilities, as and when this is required e.g. when staff leave.

Legal Challenge

Whilst the risk of legal challenge is considered low it is a feature of the statutory framework for adopting LDDs that could cause considerable delay and costs in adopting the LDF and must be accounted for.

To guard against this, the Council will be diligent in ensuring that all procedural and evidential requirements are met and that the Statement of Community Involvement is strictly adhered to throughout the LDF adoption process. Advice will be sought from Council's legal services unit on the legality of any Council action or matter relating to the development of LDDs whenever such clarification is deemed necessary.

Programme Slippage

Some slippage has been accounted for in the preparation of the timetable for the LDS. From previous experience it is expected instances of slippage are most likely to occur in those periods following consultative exercises and may generate periods of up to three weeks delay in progress.

Project Management and Resourcing

The Planning Policy Team Leader will have overall responsibility for the co-ordination and timely delivery of the LDDs in accordance with the milestones and objectives set out in the Haringey LDS.

A core project working group will be established within the Planning Policy unit consisting of 4.5 policy officers with 70% of their capacity committed to development of the LDF over the period of the LDS.

There will be additional specialist support available from other service area within Planning and Regeneration.

The core working group will meet on a regular basis to discuss and report on progress with respect to all matters relating to the development of the LDF. These meetings will serve as both a decision-making and knowledge-sharing forum that will build capacity across the whole project team to deal with LDF issues and to achieve better integration of policy outcomes.

A GIS officer within the Corporate Communication Service will provide GIS support and mapping services.

An administration officer within the Planning Policy Team will provide administrative support to the working group.

Budget

The Planning, Policy and Development Business Unit's 2009/10 revenue budget contains provision to meet the costs associated with the development of the Local Development Framework as set out in this Local Development Scheme. The costs of the process in these financial years must not exceed the budgeted sum. Any longer term costs beyond 2009/2010 in relation to the planning documents mentioned in the LDS may be included as an investment bid in the Council's budget planning for 2010/2011 to 2012/2013

Funds will be allocated to the following areas of expenditure necessary to deliver the LDS programme, including:

- Consultation and Publicity
- Printing and publishing
- Research and any use of specialist consultants
- Costs of submission and independent examination

5. MONITORING AND REVIEW

Monitoring the LDS

The Local Development Scheme will need to be revised to respond to changing strategic priorities or national and regional policy, or in response to monitoring as highlighted in the Council's Annual Monitoring Report. To keep the local community informed of progress, the Local Development Scheme, the Annual Monitoring Report and any future revisions will be made publicly available from Council offices and its website.

Progress on delivery of the LDF will be monitored against the milestones in Table 1 and objectives set out in the Haringey Local Development Scheme.

An Annual Monitoring Report (AMR) will:

- Monitor the milestones in the LDS

- Monitor the effectiveness and compliance of the policies with regional and national guidance

- Identify the actions required to make any necessary changes.

Updating the LDS

This revised LDS will be submitted to the Government Office for London (GoL) and the Greater London Authority. Once submitted and approved it will be binding and is likely to be linked to the allocation of planning delivery grant (PDG). It is therefore important that the revisions are robust and will be deliverable as and when stated. The revised LDS will cover a period up to **November 2012**. A revision of the LDS requires approval by the Council Executive and submission to GLA and GoL.

The Annual Monitoring Report monitors progress on the Local Development Framework against the milestones set out in the Local Development Scheme. If changes to the timetable are necessary or a document is added or removed from the work programme, then this requires a formal revision of the LDS.

The LDS will be periodically updated as a result of monitoring especially through the AMR to reflect Council's progress and to also respond to emerging strategic priorities and the results of consultative processes eg. the timescale for the transition of the UDP to DPDs. Also additional Supplementary Planning Documents are likely to occur as work on the LDF commences.

To keep the community informed of this progress all updates and changes to the LDS will be made publicly available from the Council offices and website as they occur.

Appendix 1 - Development Plans and SPGs in Haringey's LDF

Statement of Community Involvement

Adopted February 2008

Unitary Development Plan

Adopted July 2006

Adopted Supplementary Planning Documents

Tottenham Hale Urban Centre Masterplan SPD	Adopted in October 2006
Lawrence Road SPD	Adopted in October 2007
Open Space and Recreation Standards SPD	Adopted in June 2008
Housing SPD	Adopted October 2008
Wood Green Town Centre SPD	Adopted October 2008

Adopted Supplementary Planning Guidance

SPG1a	Design Guidance
SPG3a	Density, Dwelling Mix, Floor space Minima, Conversions, Extensions and Lifetime homes (Superseded)
SPG8a	Waste and Recycling
SPG10b	Affordable Housing (Superseded)

Five SPG were adopted in October 2006 to bring them in line with the adopted UDP policies, the UDP Inspector's recommendations and recent changes to Government legislation. Since then Adopted SPG10a Negotiation, Management and Monitoring of Planning Obligations and Draft SPG10d: Planning Obligations and Open Space have been superseded by the Open Space and Recreation Standards SPD.

The remaining SPG are still draft and will continue to be used for development control purposes. In addition, two Codes of Practice on employment and training and health planning obligations have been prepared and adopted. The two Codes of Practice Notes will assist in development control negotiations on planning obligations and relate to employment and health impacts of development proposals.

Adopted Codes of Practice

Planning Obligation Code of Practice Note No. 1: Employment and Training
Planning Obligation Code of Practice Note No. 2: Health

Draft Supplementary Planning Guidance

SPG1b	Parking in Front Gardens
SPG1c	Strategic Views
SPG1d	Telecom Equipment – including Satellite Dishes
SPG2	Conservation and Archaeology
SPG3b	Privacy/Overlooking, Aspect/Outlook and Daylight/Sunlight (Superseded)
SPG3c	Backlands Development
SPG4	Access for All – Mobility Standards
SPG5	Safety by Design
SPG6b	Advertisements
SPG6c	Restaurants/Hot Food Premises (Use Class A3) Ventilation and Extraction)
SPG7b	Vehicle and Pedestrian Movement
SPG7c	Travel Plans
SPG7d	Travel Assessments
SPG8b	Materials
SPG8c	Environmental Performance
SPG8d	Biodiversity, Landscaping and Trees
SPG8e	Light Pollution
SPG8f	Land Contamination
SPG8g	Ecological Impact Assessment
SPG8h	Environmental Impact Assessment
SPG8i	Air Quality
SPG9a	Sustainability Statement – Including Checklist
SPG10c	Educational Needs Generated by New Housing
SPG10e	Improvements to Public Transport Infrastructure and Services
SPG11a	Car Repair Workshops and Garages
SPG11c	Buildings Suitable for Community Use
SPG11d	Town Centre Retail Thresholds

APPENDIX 2 – ACRONYMS

LDF	Local Development Framework
LDS	Local Development Scheme
LDD	Local Development Document
DPD	Development Plan Document
AAP	Area Action Plan
SPD	Supplementary Planning Document
SEA	Strategic Environmental Assessment
SCI	Statement of Community Involvement
AMR	Annual Monitoring Report
SA	Sustainability Appraisal
UDP	Unitary Development Plan
SPG	Supplementary Planning Guidance
GOL	Government Office for London
GLA	Greater London Authority

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Agenda item:

[No.]

Cabinet

On 17th November 2009

Report Title: Members' Panel - Safeguarding Adults

Report of: **Mun Thong Phung, Director of Adult, Culture and Community Services**

Signed :

Contact Officer : Will Evans, Safeguarding Adults Lead

Wards(s) affected: **All**

Report for: **Key**

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

- 1.1 The Independence, Well-being and Choice Service Inspection, January 2009, suggested that aspects of performance monitoring needed to be further enhanced. The proposed Members' Panel will provide additional overview and scrutiny by Members in the safeguarding of vulnerable adults.

2. Introduction by Cabinet Member

- 2.1. The Well-being and Choice Service Inspection, January 2009, made certain recommendations in terms of further enhancing Adults Safeguarding practice. The establishment of the Members' Panel will provide further 'arms length' overview and provide the Cabinet with the assurance that the highest level of scrutiny is being offered to the safeguarding of vulnerable adults in Haringey.

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

- 3.1 The Council has a responsibility to ensure that there are effective multi-agency arrangements in place to safeguard and protect vulnerable adults from all forms of abuse, and to intervene when concerns of possible abuse are raised. This recommendation has been informed by the recent Independence, Well-being and Choice Service Inspection. Overall the service was judged as “adequate” but further work was needed in developing systems of performance monitoring so that the Council can be fully assured that people in Haringey in vulnerable or abusive situations are effectively safeguarded. The new Panel will provide an additional overview/scrutiny by Members.
- 3.2 The Members’ Panel would allow the Council (in keeping with priorities 3, 4 & 5), to continually monitor Haringey’s policies for safeguarding adults from abuse which is a multi-agency responsibility; that procedures are prepared with the full support and contributions from all partners; and the procedures reflect their roles and responsibilities.
- 3.3 There are adults for whom abuse compromises their access to safety; to the civil and criminal justice system; to victim support services; to housing; to health and social care and to protective networks of family, friends and community. The development of a new operational safeguarding team, which will include Deprivation of Liberty, will continue this positive work and ensure the Council delivers a first class service to the Borough’s most vulnerable residents.

4. Recommendations

- 4.1. It is recommended the establishment of an Adult Safeguarding Members’ Panel (Adult Protection) as an advisory committee.
- 4.2. The Cabinet adopt the agreed terms of reference for that Panel.

5. Reason for recommendation(s)

- 5.1. The Members’ Panel will assist the development of better performance management in line with the Independence, Wellbeing and Choice Service Inspection, and the agreed action plan, by reviewing the effectiveness of the Council’s policies and practice in relation to the Safeguarding of Adults and joint working of partner organisation to make sure that adults within Haringey are appropriately protected from all forms of abuse.

6. Other options considered

- 6.1. None.

7. Summary

7.1. The Independence, Well-being and Choice Service Inspection, January 2009, suggested that aspects of performance monitoring needed to be further enhanced. The proposed Members' Panel will provide additional overview and scrutiny by Members in the safeguarding of vulnerable adults.

Adult Safeguarding Members Panel/Advisory Committee (Adult Protection)

Proposed Membership

Councillors: 3 Councillors, 2 from the Majority Group and 1 from Opposition
– Chair to be nominated by Cabinet Member for Adult Social Care and Well Being.

7.2 Terms of Reference

The terms of reference are set out below:

- To examine and review the effectiveness of the Council's policies and practice in relation to the Safeguarding of Adults (Adult Protection);
- To review and examine the effectiveness of arrangements for cooperation; and joint working of Adults Safeguarding issues between partner agencies;
- By obtaining the views of key stakeholders (staff, families /carers and the person themselves) to obtain a qualitative understanding of how safeguarding processes are working to protect vulnerable adults;
- To consider the Council's policies and performance in relation to safeguarding adults through observing practice within Haringey; and
- To make recommendations on these issues to the Cabinet, the lead member for Safeguarding Adults and the Assistant Director for safeguarding in order to take forward and drive improvements to safeguarding adults within the borough.

These terms of reference will be reviewed by the Lead Member for Adults Social Care and Well Being at least every two years.

7.3. Administrative support for the Panel

Administrative support for the Panel will be provided by the ACCS Safeguarding Team's Business Support Officer.

8. Chief Financial Officer Comments

8.1. The Head of Service confirms that the new Members' Panel can be serviced from within existing business unit resources. The report notes that the Panel's term of reference will be reviewed annually which will allow a further review of resourcing to be undertaken following a year's activity.

<p>8.2. Members should note that this committee is advisory only and, as such, has no formal decision making powers and thus will not have the authority to incur expenditure or make budgetary decisions.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1 The Head of Legal Services notes the content and recommendations of the report and advises that there are no specific legal comments.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1 Not applicable.</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1 Safeguarding works across all areas of the Borough and fits into the agreed Haringey Strategic Partnership particularly that all residents are safe from all forms of harassment and crime and are free from fear of crime.</p>
<p>12. Consultation</p> <p>12.1 None required.</p>
<p>13. Service Financial Comments</p> <p>13.1 Any costs associated with this panel will be contained within the overall budget of the business unit.</p>
<p>14. Use of appendices /Tables and photographs</p> <p>14.1 None required.</p>
<p>15. Local Government (Access to Information) Act 1985</p> <p>Critical Reference Paper:</p> <p>http://www.haringey.gov.uk/index/social_care_and_health.htm#independence,_well-being_and_choice_service_inspection</p>



Agenda item:

[No.]

Cabinet

On 17 November 2009

Report Title. Appointment of Councillor to serve on the Hornsey Town Hall Community Partnership Board

Report of **Assistant Chief Executive (People & Organisational Development)**

Signed :

Contact Officer : Richard Burbidge – Cabinet Committees Manager

Telephone: 020 8489 2923

Wards(s) affected: **Crouch End**

Report for: **Non Key Decision**

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

1.1 To propose the appointment of a replacement Member to serve on the Hornsey Town Hall Community Partnership Board.

2. Introduction by Cabinet Member (if necessary)

2.1 In order to continue community momentum and proceed efficiently with the Partnership Board's deliberations on the practicalities regarding the future of the former Hornsey Town Hall it is necessary to appoint a new member to serve on the Hornsey Town Hall Community Partnership Board.

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

3.1. Not applicable

4. Recommendation

- 4.1. That Councillor Goldberg be appointed to serve as a member of the Hornsey Town Hall Community Partnership Board in place of Councillor Cooke.

5. Reason for recommendation(s)

- 5.1 The Hornsey Town Hall Community Partnership Board meets regularly to consider options for the formation of a Company Limited by Guarantee and Registered Charity as the next step in the formation of a Trust for the future management and fund raising for the Hornsey Town Hall.
- 5.2 One of the Council's current representatives on the Board has now resigned and it is necessary to appoint a replacement.

6. Other options considered

- 6.1. Not applicable

7. Summary

- 7.1 The Executive agreed in December 2004 that an evolving partnership approach would be the most effective way to secure and improve Hornsey Town Hall for the benefit of future generations in Haringey. The beginnings of this partnership were put in motion when it was agreed that a Community Partnership Board (CPB) be set up to work with the Council to review potential uses for the building and to produce a development brief for the site.
- 7.2 The CPB's terms of reference include consideration of the potential role of a Trust to run and manage the retained areas of the completed Hornsey Town Hall scheme. Subsequent legal advice has been taken to establish the requirements and risks involved in a Trust formation and this is being progressed.
- 7.3 Pending the formation of a Trust and in the light of the resignation of Councillor Cooke there is a vacancy for a Council representative on the Partnership Board.

8. Chief Financial Officer Comments

- 8.1 The CPB have a key role in helping to take forward the redevelopment of this key site and it will be beneficial to fill this vacancy as soon as possible. As noted in section 13.1, there are no direct financial implications associated with this appointment.

9. Head of Legal Services Comments

9.1. There are no specific legal implications.

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1 The proposals formulated for the future of the Hornsey Town Hall and surrounding site will provide additional social housing and environmental improvements to the area. They will also provide additional community facilities accessible to all within the Borough and surrounding areas.

12. Consultation

12.1 The CPB has undertaken public engagement and consultation within the Borough in the form of meetings open days, presentations and exhibitions at Hornsey Town Hall, information packs and feedback forms. The exhibition was also taken to the Marcus Garvey and Wood Green libraries.

13. Service Financial Comments

13.1 It is not envisaged that this appointment will have any financial implications as the post does not attract a special responsibility allowance.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

Report to the Executive meeting held on 21 December 2004 entitled 'The Future of Hornsey Town Hall';

Report to the Executive Member (Finance) meeting held on 8 March 2005 entitled 'Ratification of Hornsey Town Hall Community Partnership';

Report to the Executive meeting held on 3 October 2006 entitled 'Hornsey Town Hall'

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Agenda item:

[No.]

Cabinet

On 17 November 2009

Report Title: Recommendations from the Children's Safeguarding Policy and Practice Advisory Committee.

Report of **Peter Lewis, Director of the Children & Young People's Service**

Signed :

Contact Officer : Mark Gurrey, Interim Assistant Director for Safeguarding

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

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

- 1.1. The purpose of this report is for Cabinet to receive the recommendations of the Member's Safeguarding Policy and Practice Advisory Committee (SPPAC) and to consider the response to those recommendations from CYPS.

2. Introduction by Cabinet Member (if necessary)

- 2.1. I would like to place on record my thanks to the Member Safeguarding Policy and Practice Advisory Committee for the very valuable work they have done in such a short period of time. The monitoring and challenge they have provided has been extremely helpful for the Service and is already leading to improvements in practice.
- 2.2. The Committee have set out their recommendations in 4 below. Our response to their recommendations is set out in 7 below. As will be clear all recommendations are accepted and being built into practice.

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

- 3.1. The SPPAC was set up as a response to the November 2008 JAR report which highlighted the need for members to become more involved in the quality and

nature of the safeguarding services provided by the Council.

- 3.2. The Committee has been meeting since April 2009 and since August has been tracking a number of cases being dealt with by the First Response part of the Children and Families service. The recommendations that follow below derive from those case analyses.

4. Recommendations

4.1. Recommendations from the Children's Safeguarding Policy and Practice Advisory Committee:

- 1) The Committee has seen case chronologies which indicate that some children whose needs have required a core assessment to be carried out have then had their cases closed by Children's Services without this having been discussed with partner agencies; in one case, a school was very concerned that a case had been closed, and within a few months the case had to be reopened, wasting valuable time. The Committee therefore recommends that:
 - (a) Partner agencies who have involvement with the child are consulted prior to the closure of a case which has involved a core assessment having been carried out;
 - (b) When a case involving a core assessment is closed, at least one agency should be explicitly given the role of monitoring developments within the family, in order that any deterioration in the child's situation is highlighted;
 - (c) When any case is closed, families are always supported in accessing universal services such as children's centres.
- 2) The Committee welcomes the new threshold guidance for referrals that is currently in development, and recommends that the Council ensures that all relevant Haringey staff and staff in partner agencies, particularly frontline workers, are provided with full training in its use as a priority.
- 3) The Committee welcomes attempts by Children's Services to begin to engage with, and hear the views of, children and young people who receive social service care, such as having a Child Protection Plan, but who are not Looked After Children, and the Committee understands that this is currently non-statutory. The Committee recommends that the Council carries out further work to hear the views of such children and young people, and that findings are acted upon as a priority.
- 4) Having discussed children in need in a way which aims to support families in improving the care they can provide for their children, the Committee has become aware of issues surrounding communication with and transition to Adult Services within the Council. The Committee is aware that transition for Looked After Children is seen as a priority, but that there is no supported transition into adulthood for young people who have received services such as Child Protection Plans. In light of evidence that adults who abuse are more likely to have had abusive experiences as a child, as in the case of Baby Peter's mother, the Committee therefore recommends that:

- (a) Communication and multi-agency working between Children's Services and Adult Services is reviewed, particularly in order that children whose carers have mental health problems, learning disabilities, or who suffer from substance misuse, are being supported by a joined-up service which understands the family as a whole rather than individuals within the family;
 - (b) Young people in transition to adulthood, who have not been Looked After Children but who are nevertheless deemed by a service as being vulnerable (for example they have recently been in receipt of children's care service such as a Child Protection Plan) are supported and monitored with this transition, for example by ensuring that universal services such as Connexions are being targeted at them.
- 5) The Committee has seen initial and core assessment forms, and has discussed the practicalities of these with Children's Services. It is felt that initial assessments are not enough focussed on the parenting capacity aspect of the assessment triangle, that the time allowed for initial assessments has in some cases led to incomplete or sub-standard work being carried out, and that core assessments do not offer enough flexibility or scope for full analysis by social workers but are instead primarily 'tickbox' exercises. The Committee welcomes the recently introduced flexibilities within the Integrated Children's System (ICS) and recommends that:
- (a) These flexibilities are used to maximise the ability of social work staff to focus on analytical assessment in both initial and care assessments, and including the assessment of parenting capacity;
 - (b) Managers are encouraged to ensure an appropriate balance between the quality and timeliness of assessments;
 - (c) Sufficient resources are made available by the Council to enable Children's Services to build on work already undertaken in this area.

5. Reason for recommendation(s)

6. Other options considered

7. Summary

7.1. The panel has been served by an independent social worker, the Assistant Director (Interim) Safeguarding and the Head of Service for First Response. This has allowed for some initial response to the recommendations set out in 4.1 above. Officers have also been able to liaise with colleagues in health to provide more detail about safeguarding in their services especially in relation to GPs which had been a concern of the Committee.

7.2. To summarise the service response:

- **Recommendation 1.** The three recommendations here are accepted and welcomed by the service – they constitute best practice. Details will be passed to social work staff setting out these recommendations as our expectations of service delivery. The current auditing process in train across the service will allow for some checks to ascertain if these recommendations are being followed. Both the DCSF guidance in relation to the Common Assessment Framework and the recently agreed Threshold document encourages children's cases to be passed 'down' the hierarchy of need – so an exit strategy for children who cease being subject to child protection plans is to move to children in need plans, so those who cease being dealt with under CiN plans can move to the CAF and access universal services.
- **Recommendation 2.** The Threshold Document has now been approved by the Local Safeguarding Children Board (and therefore signed off by all partner agencies) and is being disseminated across all agencies. It will form the basis of future training programmes and will be used to guide decision making on work coming into the First Response service.
- **Recommendation 3.** This is accepted and work is underway to explore how we can maximise our ability to hear the views of children and young people especially those subject to child protection plans
- **Recommendation 4.** There are now regular meetings between the two relevant portfolio holders and their senior officers to explore areas of cross over and where there is a need to work more closely together. Underneath this group, the two relevant management teams have met and agreed a series of actions that are designed to provide a more seamless service for young people moving into adult services and to families where there are both adult based and children based needs. These recommendations will be helpful in moving this work forward
- **Recommendation 5.** A substantial amount of work has already gone into redesigning some of the ICS templates using the relatively new Government flexibilities in this area. Thus far we have focussed on that part of ICS which is for the assessment of children at risk and who move to child protection conferences. That work is now complete and staff are currently being trained on the new processes (and are very welcoming of the changes made). The next phase of the project is to address the areas of referrals and initial assessments – and one of the driving forces behind these changes will be to move away from a 'tick box' mentality which the current formats encourage to something which allows social workers to demonstrate professional judgement and analysis. It is worth noting that the Framework for Assessment guidance states "A decision to gather more information constitutes an initial assessment. An initial assessment is defined as a brief assessment of each child referred to social services with a request for services to be provided. This should be undertaken within a maximum of 7 working days but could be very brief depending on the child's circumstances". Again these recommendations will support these changes.

<p>8. Chief Financial Officer Comments</p> <p>8.1. Section 4 Paragraph 5 (c) suggests that there may be a need for further resources to 'build on the work undertaken in this area'. The scope of such work and its likely costs will need to be defined and funded from a reprioritisation of existing Children's Services resource.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. Comments from Legal have been incorporated into the body of the report and there are no other specific legal comments.</p>
<p>10. Head of Procurement Comments –[Required for Procurement Committee]</p> <p>10.1. N/a</p>
<p>11. Equalities &Community Cohesion Comments</p>
<p>12. Consultation</p> <p>12.1. N/a</p>
<p>13. Service Financial Comments</p> <p>13.1. See 8 above</p>
<p>14. Use of appendices /Tables and photographs</p> <p>14.1. None</p>
<p>15. Local Government (Access to Information) Act 1985</p> <p>15.1. None tabled</p> <p>15.2. N/a</p>

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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 8 SEPTEMBER 2009

Councillors Davies, Jones (Chair), Mallett and Oatway

Apologies Councillor Lister

Also Present: Sylvia Chew, Hilary Corrick, Mark Gurrey.

MINUTE NO.	SUBJECT/DECISION	ACTON BY
CSPPAC09	APOLOGIES Apologies were received from Cllr Lister.	
CSPPAC10	URGENT BUSINESS There were no items of urgent business.	
CSPPAC11	DECLARATIONS OF INTEREST There were no declarations of interest.	
CSPPAC12	MINUTES RESOLVED: That the minutes of the meeting held on 27 July 2009 be agreed as an accurate record.	
CSPPAC13	FORWARD PLAN RESOLVED: <ul style="list-style-type: none"> That the date of the next meeting be changed and a new mutually acceptable date circulated to Committee members. 	
CSPPAC14	ETHNICITY ANALYSIS FOR CHILDREN COMING INTO SOCIAL CARE The Committee received a report providing details of the ethnic breakdown of children entering and passing through the care system in Haringey, set within the context of national trends. Haringey data shows significant under-representation of referrals from white British and Irish and Asian children and over-representation from all other ethnic groups, in particular mixed ethnic origin children, who are additionally significantly more likely to become subject to a child protection plan. These over- and under-representations to a large extent reflect patterns observed on a national basis and with extensive research failing to provide a definitive explanation for the differences. In response to a request as to whether further sub division of ethnicity categories could be undertaken, the Committee were advised that this was likely to generate such small results as to be statistically insignificant.	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

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	RESOLVED: <ul style="list-style-type: none"> That the report be noted. 	
CSPPAC15	TRAINING SESSION <p>The Committee received a training session from the Independent Committee Member on Initial Assessments (IA) and considerations underpinning the safeguarding assessment process. The Government Framework for Assessment provides for a systematic approach to be used by local authorities to determine whether a child is in need and is suffering or at risk of significant harm. This is based around a series of key principles such as inter-agency working and a conceptual map focusing on the child's development needs, parenting capacity and family and environmental factors when assessing information.</p> <p>The Committee were advised of key elements required for IAs, including seeing the child and family, information gathering and analysing etc. IAs are required to be completed within 7 working days, and the Committee were advised of the difficulties experienced nationally by local authorities in meeting this target within the allocated timescale, whilst maintaining necessary quality of work.</p> <p>In response to a query regarding the definition of significant harm and assessing the impact of neglect, confirmation was provided that the judgement of harm was considered as a continuum, in accompaniment with threshold considerations guiding what constitutes significant harm. A revised threshold document was currently being drafted, with approval to be sought by the Local Safeguarding Board in October, along with roll out of a threshold training programme for partner organisations. It was advised that for situations where the threshold for significant harm was deemed not to be met but where harm could potentially be detrimental to a child, support services were available at a lower level of intervention, for example referral to parenting intervention programmes, children's centres etc.</p> RESOLVED: <ul style="list-style-type: none"> That the training session be noted. 	
CSPPAC16	EXCLUSION OF THE PRESS AND PUBLIC <p>RESOLVED:</p> <ul style="list-style-type: none"> That as the following items contained exempt information (as defined in Section 100a of the Local Government 1972; namely information likely to reveal the identity of an individual, and information relating to any individual) members of the press and public should be excluded from the remainder of the meeting. 	
CSPPAC17	CASE FILE QUALITY AUDITING <p>The Committee received a draft protocol document to guide scrutiny of</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

TUESDAY, 8 SEPTEMBER 2009

	<p>individual case files undertaken as part of the remit of the group and linking in with priorities identified in Ofsted's report 'Inspection of progress made in the provision of safeguarding service'. The protocol was developed in consideration of advice obtained by Legal Services.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the draft file auditing protocol be approved. <p>The Committee considered key documentation from the five referral case files selected to be tracked by the Committee on an ongoing basis.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the Independent Member of the Committee make attempts to obtain feedback from service users and referrers through contacting individuals involved with the five referral cases being tracked forward by the Committee. The Committee to receive a summary report at the next meeting. • That the Committee receive a summary report of findings from local monitoring of service user views and feedback undertaken at Haringey such as from Child Protection Conference forms, 'TellUs' survey outcomes etc. • That a copy of the Children Act Complaints Annual Report setting out complaints made under the Children Act procedures for 2008-2009 be forwarded to Committee members. 	<p>Indep Memb</p> <p>Ass Dir S/guard</p> <p>Clerk</p>
CSPPAC18	<p>RECOMMENDATIONS TO CABINET</p> <p>The Committee considered draft recommendations to be reported to Cabinet to take forward improvements to the safeguarding of children. The Chair would be meeting with the Cabinet Member for Children and Young People to discuss the draft recommendations prior to informal presentation of the recommendations at the special Overview and Scrutiny meeting on child protection on 17 September.</p> <p>Recommendations would include:</p> <ul style="list-style-type: none"> • That a review and necessary improvements be made to GP attendance at multi agency and NHS child safeguarding training. • The development of explicit exit strategies in conjunction with partner agencies for the closure of cases previously subject to a Core Assessment. • Ensuring training for council and partner agency staff as necessary in the new referrals threshold guidance. • Improving systems for obtaining the views of service users, in particular those in receipt of social services but who are not CiC. • Improving the transition from children to adult social services, in particular those in receipt of social care services but who are not CiC. In addition that communication between children's and 	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE
TUESDAY, 8 SEPTEMBER 2009

	<p>adult social services be reviewed and improved as necessary.</p> <ul style="list-style-type: none"> • That the Council lobbies government in relation to issues identified with the initial and core assessment process including the format and focus of the forms and deadline for completion. • That the Council lobbies government in relation to the definition of 'significant harm', particularly in relation to the long term effects of neglect. <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the draft recommendations to be reported to Cabinet be noted. 	
CSPPAC19	<p>NEW ITEMS OF EXEMPT URGENT BUSINESS</p> <p>There were no items of exempt urgent business.</p>	
CSPPAC20	<p>ANY OTHER BUSINESS</p>	

Cllr Emma Jones

Chair

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
WEDNESDAY, 23 SEPTEMBER 2009

Present: Councillor Claire Kober (Chair), Tracey Baldwin, Chris Barclay, John Brown, Councillor John Bevan, Yolande Burgess, Eugenia Cronin, Markos Chrysostomou, Councillor Brian Haley, Paul Head (Vice-Chair), Derma Ioannou, Dr Ita O'Donovan, Martha Osamor, Councillor Lorna Reith, Faiza Rizvi, Richard Sumray and Walter Steel.

In Attendance: Xanthe Barker, Mary Connolly, Wayne Longshaw, Eve Pelekanos, Helena Pugh.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP174.	<p>APOLOGIES</p> <p>Apologies for absence were received from the following:</p> <p>Councillor Kaushika Amin Councillor Nilgun Canver Robert Edmonds - Markos Chrysostomou substituted John Egbo Lynne Featherstone MP Dave Grant -Chris Barclay substituted Lorne Horsforth Michael Jones -Jackie Thomas substituted David Lammy MP Pastor Nims Obunge</p>	
HSP175.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations were made.</p>	
HSP176.	<p>COMPREHENSIVE AREA ASSESSMENT: FEEDBACK FROM AUDIT COMMISSION</p> <p>The Board received a presentation from Jackie Barry-Pursell and Christine Moody of the Audit Commission, on the findings of the draft Area Assessment.</p> <p>A briefing note was tabled that provided an overview of the draft findings.</p> <p>Following the presentation the Board was advised of the next steps in terms of finalising the Area Assessment and publication.</p> <p>It was noted that there would be a meeting between the Audit Commission and Council officers leading on the Area Assessment during the next week to discuss any areas of concern arising from the draft Area Assessment. On the 19 October the Council would formally received the findings of the Area Assessment, the Organisational Assessment and the Use of Resources evaluation.</p>	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
WEDNESDAY, 23 SEPTEMBER 2009

There would then be a period of just over seven weeks before the Area Assessment was published on the Audit Commission's website on 10 December 2009.

The Board discussed the draft Area Assessment and questions were put to the Audit Commission representatives.

In response to a query, relating to the period of time covered by the Area Assessment, the Board was advised that although the timeline for CAA began in April 2009, some of the data gathered may be up to two years old. Conclusions set out in the document had been drawn after looking at this range of data in the round.

Concern was raised with respect to some of the language used within the document and it was suggested that reference to an 'emerging Red Flag' with respect to Children's Services should be removed until Ofsted's assessment had been received.

It was also suggested that NHS Haringey should liaise with the Audit Commission to re-word parts of the document relating to 'Economic Vitality and Prosperity Shared by All' in order to reflect the recent improvement in figures and the action being taken to reduce instances of teenage pregnancy and the recruitment of health visitors.

In terms of improving skills levels it was noted that the Council actively encouraged the organisations it worked with to use apprentices and it was requested that this was reflected in the document. The Council had also provided additional funding to support the Citizens Advice Bureaux to enable it to meet the increased demand for information received from people affected by the change in economic climate.

It was noted that further information, specific to the role of the Council, may fit better within the Organisational Assessment also undertaken by the Audit Commission.

There was agreement that partners should advise the Council's Assistant Chief Executive, Policy, Partnerships, Performance and Communications, of any areas where they considered additional information should be submitted to the Audit Commission.

Ass CE
PPP & C

A demonstration of the Audit Commission's new website 'My Place' was given. The Board was advised that this would provide a tool for members of the public to obtain information regarding how Local Authorities performed in certain areas.

Following the demonstration members of the Board put questions to Christine Moody of the Audit Commission.

The Board was advised that information relating to 'Value for Money' would be contained within the Use of Resources evaluation. This would also be published on the website.

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
WEDNESDAY, 23 SEPTEMBER 2009

	<p>In response to a query the Board was advised that the site's search engine would enable searches to be carried out both by theme and by the flagging system used to indicate areas of innovation and concern. All of the information published would make reference to the date of when it was obtained. Links to the organisations referred to would also be provided.</p> <p>The Board was advised that when updates were made these would be undertaken across each area at the same time. This would provide consistency and ensure that members of the public were provided with a rounded view of the Borough.</p> <p>In conclusion the Board was reminded that the website would be launched on 10 December.</p>	
HSP177.	ANY OTHER BUSINESS	
	None.	
HSP178.	DATES OF FUTURE MEETINGS	
	<p>The dates of HSP meetings for the remainder of 2009/10 were noted:</p> <ul style="list-style-type: none"> • 5 November 2009 • 21 January 2010 • 25 March 2010 	

The meeting closed at 7.15pm.

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MINUTES OF THE CABINET PROCUREMENT COMMITTEE
FRIDAY, 2 OCTOBER 2009

Councillors *Bob Harris (Chair), *Bevan, Kober and *Reith

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC37.	APOLOGIES FOR ABSENCE (Agenda Item 1) An apology for absence was submitted on behalf of Councillor Kober.	
PROC38.	DECLARATIONS OF INTEREST (Agenda Item 2) Councillor Reith declared a personal interest by virtue of being a Homes for Haringey leaseholder although not resident in either of the areas covered by the two reports under consideration.	HLDMS
PROC39.	HORNSEY DECENT HOMES PROGRAMME 2009/10 - PHASE HO9 (Report of the Director of Urban Environment - Agenda Item 4) The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. We noted that the report set out a detailed programme of works relating to 50 properties in the Hornsey area, known as HO9 within the delivery of the Decent Homes Programme. The works concerned were scheduled to commence on the 14 December 2009 and approval was sought to award the contract now to enable the works to proceed in this phase. We also noted that if approved the scheme would be funded from the 2009/10 Decent Homes allocation. RESOLVED: <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for Hornsey Decent Homes Programme – Phase HO9 to Wates Living Space on the terms and conditions set out in the interleaved report and the appendix thereto. 2. That the Agreed Maximum Price (AMP) and the provision for Compliance Team Fees as detailed in the Appendix be noted. 	DUE
PROC40.	SOUTH TOTTENHAM DECENT HOMES PROGRAMME 2009/10 - PHASE ST13 (Report of the Director of Urban Environment - Agenda Item 5) The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt	

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information relating to the business or financial affairs of any particular person.

We noted that the report set out a detailed programme of works which related to various properties known as South Tottenham Phase ST13 within the delivery of the Decent Homes Programme. The works outlined were now scheduled to commence on 12 October 2009 and approval was sought to award the contract now to enable the works to proceed in this phase. We also noted that if approved the scheme would be partially funded from the 2009/10 Decent Homes Programme with the balance funding coming from the 2010/11 allocation.

Clarification was sought of the sentence in paragraph 12.1 of the report in relation to Consultation that 'Ward Member comments have also been considered'. Officers having indicated that this related to the overall Decent Homes Programme rather than individual Phases we asked that it be removed from future Decent Homes programme reports as it was considered ambiguous.

Clarification was also sought of the position with regard to digital satellite provision. Having been informed that the costs relating to digital satellite provision would be funded not from the Decent Homes programme but from the HRA Supported Capital Expenditure allocation, we pointed out that this was not reflected in the Appendix to the report and that the provision shown there for IRS installation would need to be deleted and the total works costs correspondingly reduced. A report which proposed the establishment of a framework agreement for replacement of communal aerials with integrated reception system IRS (digital TV.) was to be submitted to the Committee meeting on 27 October.

In response to a question about observations following the residents meeting on 22 July and the Notice to leaseholders issued on 28 July, we were informed that none had been received. However, because this Phase of works had been accelerated and leaseholders had been given less time to arrange for their own window installations they would be given conditional permission to arrange these following completion of the works.

RESOLVED:

1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for South Tottenham Decent Homes Programme Phase ST13 to Apollo Group Ltd on the terms and conditions set out in the interleaved report and the Appendix thereto subject to the deletion of the IRS installation from the works and the corresponding reduction in the total works cost.
2. That the Agreed Maximum Price (AMP) and the provision for Compliance Team Fees as detailed in the Appendix be amended as necessary.

DUE

**MINUTES OF THE CABINET PROCUREMENT COMMITTEE
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The meeting ended at 14.20 hours.

BOB HARRIS
Chair

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Also Present: Ana Beaumont, Eleanor Brazil, Chris Chalmers, Roy Choudhury,
Jennifer James, Marion Wheeler.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CPAC50	APOLOGIES FOR ABSENCE (IF ANY) There were no apologies for absence.	
CPAC51	URGENT BUSINESS There were no items of urgent business.	
CPAC52	DECLARATIONS OF INTEREST There were no declarations of interest.	
CPAC53	MINUTES RESOLVED: <ul style="list-style-type: none"> That the minutes of the meeting held on 7 September 2009 be agreed as an accurate record. Matters arising: The Committee were updated that the focus of the scrutiny review on the transition from child to adult social services had shifted from Children in Care (CiC) to children with disabilities and additional needs. RESOLVED: <ul style="list-style-type: none"> That arrangements for the meeting with Cllrs Hare and Weber regarding feedback from Regulation 33 visits be progressed. That a matters arising report be added as a standing item to the agenda of future meetings. That Ofsted inspection reports for the last year for Haringey's Children's Homes be re-sent to Cllr Allison. That information regarding re-offending rates for CiC be added to the forward plan for consideration at a future meeting. 	Head Service (Res & Plcmts) Clerk Clerk Clerk/DDCF
CPAC54	MINISTERIAL STOCKTAKE The Committee received feedback from the Children & Young People Participation Strategy Officer and Kieran Thomas, a Haringey care leaver, following attendance at a recent national ministerial event to	

MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 20 OCTOBER 2009

	<p>facilitate the sharing of views of CiC. The event included an interactive voting session and discussion of key care issues, as part of reviewing progress in improving outcomes for CiC, with findings to be compiled into a summary report to be submitted to the Department for Children, Schools and Families (DCSF).</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the Committee receive a report to a future meeting exploring the feasibility of hosting an event to obtain the views of a statistically significant sample of CiC in Haringey, to allow comparison with the national picture and to identify areas of concern and for future focus. • That feedback be provided to the Committee at the December meeting from a steering group meeting to be held on 28 October with Leaving Care managers and a number of young care leavers. <p>In consideration of the generally poor results obtained from the voting session relating to the perception of CiC on how well councils are doing at helping CiC prepare to get good jobs in the future, the Committee requested an update on the situation in Haringey. It was advised that the current focus of attention in terms of future attainment for CiC and care leavers was on education, including support through specialist services such as the CiC Education Team. It was recognised that improvements were required to support young care leavers in obtaining employment including apprenticeships, although the recession impacted on available opportunities. There was agreement that linkages with employers and other Council departments needed to be developed to maximise opportunities in relation to jobs, work experience placements and apprenticeships for care leavers. Committee members emphasised the value of being proactive in approaching local businesses to scope opportunities and also liaising with Neighbourhood Management teams to raise awareness through local area networks.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That an action plan setting out work to be undertaken to improve employment opportunities for care leavers, including access to apprenticeships, both within and external to the Council be received at the next meeting of the Committee. <p>The Committee expressed dissatisfaction with anecdotal evidence that CiC moving placements were not always using suitcases to move personal effects. Confirmation was provided that although a store of suitcases was available, blanket compliance had yet to be achieved for a number of reasons.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the Committee receive a report scoping the level of non-compliance with the procedure for suitcases to be used to move possessions of CiC and identifying actions to be undertaken to ensure compliance where necessary. 	<p>Head of Chldn's Netwrk North</p> <p>Leaving Care team</p> <p>Leaving Care team/ CiC Educ team</p> <p>Head Service (CiC)</p>
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CPAC55	<p>PROMOTING THE RIGHTS OF THE CHILD AND DEVELOPING LOOKED AFTER CHILDREN'S CAPACITY TO BE HEARD</p> <p>The Committee received the above report setting out work underway to enhance the involvement of CiC in shaping services and improving outcomes.</p> <p>Following the termination of the contract with Action for Children for the provision of a Children's Rights service, the service would now be transferred to an in-house provision within the mainstream service. This would necessitate recruitment to a number of new roles by the beginning of the new year, with interim arrangements in place until then. The new team would then be responsible for progressing key projects, including developing a CiC council, provisionally by Easter.</p> <p>The Committee were advised of the successful selection of a group of young people from Haringey to take part in Children's Workforce Development Council (CWDC) Youth Advisory Group 'Young Leaders of Change' project. This project allows the views of young people to be fed to the CWDC Board and to inform its future work, whilst offering training and development opportunities for the young people taking part.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the report be noted. 	
CPAC56	<p>LAPTOPS FOR CHILDREN IN CARE</p> <p>The Committee was provided with a verbal update from the Interim Head Of Service (Resources and Placements) regarding the feasibility of providing laptops for CiC. Confirmation was provided that all CiC under the age of 16 had computer access within their placements but for young people over the age of 16, laptop provision was determined on an individual basis. The Committee were advised of the significant financial commitment to providing laptops to the 400+ CiC over the age of 16, which would be expected to exceed £160k, excluding additional costs such as maintenance. The Committee considered that it would be valuable to seek the views of CiC as to whether laptops were considered a priority.</p> <p>In relation to issues surrounding CiC accessing social networking sites from computers provided in placements, it was advised that a policy and procedure was currently being developed to set out a definitive standpoint and mitigate against the risks associated.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That feedback from young people on their views as to the priority attached to provision of laptops as against other possible spend be reported to a future meeting of the Committee. • That a report be received to the December Committee meeting on the policy and procedure for the accessing of social 	<p>Head Service (Res & Plcmts)</p> <p>Head Service (Res &</p>

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	networking sites by CiC.	Plcmnts)
CPAC57	<p>CHILDREN MISSING FROM HOME OR CARE</p> <p>The Committee received a report advising of the publication of new DCSF statutory guidance on reducing risk and harm to children who run away or go missing from home or care, to support authorities in meeting National Indicator 71 – missing from home and care. An action plan had subsequently been developed at the lead of the Local Safeguarding Children Board (LSCB) to implement changes required, centred around developing more effective interagency working including in respect to early intervention, the development of new protocols and improved data collection. It was confirmed that data collection would play a pivotal role in identifying patterns and mapping episodes of runaways to inform service provision.</p> <p>Confirmation was provided that a recent self-assessment submitted to the DCSF in relation to children missing from home or care had rated Haringey as achieving a score of 3 out of 4, an improvement on previous performance stock takes.</p> <p>Committee members questioned whether information was routinely provided to CiC containing important information such as contact numbers for emergency helplines etc for use in a crisis situation. Members were advised that although such information was contained within the Leaving Care Handbook and provided in leaflets sent to foster carers, the emphasis remained on early intervention e.g. advocacy. The Committee requested that the feasibility of providing a small credit card size information booklet containing key information for CiC be investigated.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the DCSF statutory guidance on children who run away and go missing from home or care 2009 be circulated to Committee members. • That the mechanism for reporting data collected on missing CiC to Members be explicitly set out in the action plan, centred on monthly provision to the Lead Member for Children and Young People and reporting to the Committee on a frequent basis. 	<p>Head Service (CiC)</p> <p>Clerk</p> <p>Head Service (CiC)</p>
CPAC58	<p>SPECIAL GUARDIANSHIP ORDERS</p> <p>The Committee received a progress update report on Special Guardianship Orders (SGOs) and showing that targets for the current financial year for the granting of SGOs and adoption orders were anticipated to be exceeded. A review of placements had identified opportunities in relation to encouraging the movement of foster placements into SGOs as an area for future focused work, especially as support arrangements, including financial provision, for SGOs had been strengthened and developed. In response to a query regarding specific</p>	

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	<p>room specification requirements for SGOs, confirmation was provided that space considerations would be taken into account under any assessment carried out for the order, with funding available to provide additional space if deemed necessary.</p> <p>Following questions from Members regarding the stability of SGOs, the Committee were advised that the Orders were a relatively new concept and as such, limited statistically significant information was available for an accurate assessment of success to be made. At present in Haringey, there had been no breakdown of SGOs since their introduction, although it was emphasised that it remained early days.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That the report be noted. 	
CPAC59	<p>PERFORMANCE MANAGEMENT: CHILDREN AND FAMILIES - SEPTEMBER 2009 DATA</p> <p>The Committee received a report setting out the September performance monitoring data in relation to CiC within the Children and Families Service and details of statistical neighbour comparative data collected by central government on a national basis for 2007/08 for a range of CiC outcome indicators based around health and education.</p> <p>The Committee were updated that Marion Wheeler would be taking up her new post as Assistant Director for Safeguarding and Chris Chambers as Acting Head of Service (Children in Care) by the end of the month.</p> <p>The Committee were advised that the number of CiC remained high, although the stabilisation of the level over the previous months masked the high turnover of children of around 30 per month.</p> <p>Concerns were expressed by Members regarding performance in relation to CiC having up to date Personal Education Plan (PEPs) despite advice at the last meeting that improvements would be seen following the start of the new academic year.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That an update on performance in relation to PEPs be included within the CiC educational attainment report to be provided at December meeting. • That the September performance report be noted. 	Team Mngr (CiC educ)
CPAC60	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of urgent business.</p>	
CPAC61	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> • That as items 13 to 18 contained exempt information (as 	

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	defined in Section 100a of the Local Government 1972; namely information likely to reveal the identity of an individual, and information relating to any individual) members of the press and public should be excluded from the remainder of the meeting.	
CPAC62	MINUTES RESOLVED: <ul style="list-style-type: none"> That the exempt minutes of the meeting held on 7 September 2000 be agreed as an accurate record. 	
CPAC63	EMERGENCY DUTY TEAM SERVICE UPDATE RESOLVED: <ul style="list-style-type: none"> That a report summarising the management review of the Emergency Duty Team be considered at the December meeting of the Committee. 	DDCF
CPAC64	MUSWELL HOUSE RESOLVED: <ul style="list-style-type: none"> That the verbal update be noted. 	
CPAC65	BUDGET MANAGEMENT FOR CHILDREN IN CARE RESOLVED: <ul style="list-style-type: none"> That a revised version of the table on weekly unit costs for placements be circulated to Committee members to provide better clarity. That the budget management report for CiC be noted. 	DDCF
CPAC66	CHILD SAFEGUARDING There were no child safeguarding issues pertinent to the remit of the Committee.	
CPAC67	NEW ITEMS OF EXEMPT URGENT BUSINESS There were no new items of exempt urgent business.	
CPAC68	ANY OTHER BUSINESS There were no items of further business.	

Cllr Lorna Reith

Chair

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
TUESDAY, 27 OCTOBER 2009

Councillors *Bob Harris (Chair), *Bevan, *Kober and Reith

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC41.	APOLOGIES FOR ABSENCE (Agenda Item 1) An apology for absence was received from Councillor Reith.	
PROC42.	MINUTES (Agenda Item 4) RESOLVED: That the minutes of the meetings held on 15 September and 2 October 2009 be approved and signed.	HLDMS
PROC43.	BLENHEIM COMMUNITY DRUG PROGRAMME - EBAN CRACK SERVICE EXTENSION 2010-2012 (Report of the Assistant Chief Executive (Policy, Performance, Programmes and Communications) - Agenda Item 9) We noted that the report sought approval to exercise an option to extend the contract to deliver drug treatment services to primary crack/poly drug users for 2 years from 1 April 2010 to 31 March 2012, the original contract having been awarded in 2007 for a period of 34 months with an option to extend for a further 24 months. In response to a question about the monitoring of the contract we were informed that the service was performing well and had reached the targets it had been set. With regard to the budget for this service, we were advised that the indicative budget would be based on the September 2009 performance data across the country. Once the allocation for London was known it would be apportioned between London local authorities. The apportionment should be advised by the end of December 2009. RESOLVED: 1. That, in accordance with Contract Standing Order 13.02 and subject to the funds being available, approval be granted to the extension of the contract with Blenheim Community Drug Project to deliver drug treatment services to primary crack/poly drug users by 2 years for the sum of £990,000 to be paid directly from the Pooled Treatment Budget to provide the service named Eban. 2. That it be noted that the cost of the contract will be met from the Pooled Treatment Budget (PTB) an annual partnership budget from the Department Of Health (National Treatment Agency) hosted by the Primary Care Trust.	ACE-PPPC

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<p>PROC44.</p>	<p>SUSTAINABLE PROCUREMENT ACTION PLAN (Report of the Director of Corporate Services - Agenda Item 7)</p> <p>We noted that the report attached the Council's proposed Sustainable Procurement Action Plan for adoption. In response to a question it was confirmed that officers were applying the Life Cycle Costing technique across the Decent Homes Programme.</p> <p>RESOLVED:</p> <p>That approval be granted to the adoption of the Sustainable Procurement Action Plan as set out at Appendix 1 to the interleaved report.</p>	<p>DCS</p>
<p>PROC45.</p>	<p>PARKING SERVICES MANAGED IT CONTRACT UPGRADE (Report of the Director of Corporate Services - Agenda Item 8)</p> <p>We noted that the report sought approval to extend and vary the existing Managed Service contract for Parking Services with Civica Ltd. for an additional 3 years from the expiry date of July 2012 to July 2015.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>Clarification was sought about arrangements for the issue of Homes for Haringey parking permits and whether it would be possible for the contract with Civica Ltd. to be further extended to accommodate these also. Officers having indicated that it would be necessary first to scope the project in consultation with Homes for Haringey and for a report to be prepared for the Corporate IT Board and we asked that the scoping be progressed.</p> <p>In response to a question about the time frame for the extension and variation proposed in the report, we noted that the earliest that permits could be issued would be the end of the current financial year although this might be delayed to ensure that the new system was functioning fully.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order 13.02, approval be granted to the variation of the existing Managed Service contract for Parking services with Civica Ltd. to allow the upgrade of the existing system and the purchase of additional software as detailed in paragraph 5 of the interleaved report as well as an extension and variation of the contract for an additional 3 years until July 2015.</p>	<p>DUE/ DCS</p> <p>DCS</p>

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PROC46.	<p>FRAMEWORK AGREEMENT FOR ASBESTOS SURVEYS, BULK MATERIAL ANALYSIS, ASBESTOS AIR SAMPLING AND MONITORING AND PERIODIC INSPECTIONS (Report of the Director of Corporate Resources - Agenda Item 9)</p> <p>We noted that the report sought approval to award framework agreements for the provision of asbestos surveying services for buildings owned or managed by the Council and Homes for Haringey; and other instances where the Council might have a public duty.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of framework agreements for asbestos surveys, bulk material analysis, asbestos air sampling and monitoring and periodic inspections to the following companies – <ul style="list-style-type: none"> • Tersus Ltd. • Environmental Evaluations Ltd. • Environmental Services Ltd. 2. That the framework agreement be awarded for a period of 2 years with an option to extend for a further 2 years and with an estimated total value of £200,000 per year. 	<p>DCR</p> <p>DCR</p>
PROC47.	<p>PRIMARY AND PRE-SCHOOL EDUCATION ADVISORS FRAMEWORK (Report of the Director of the Children and Young People's Service - Agenda Item 10)</p> <p>We noted that the report sought our approval to the award of framework agreements for education advisors to support capital programmes.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We also noted that the value of specific call off contracts awarded was thought to be in the region of £60,000 in value and not likely to exceed the Director's delegated authority limit of £250,000. It was also reported that the legitimacy of the proposals contained in the report had been confirmed.</p> <p>Attention having been drawn to variation in the tender rates submitted by the different providers we were informed that each appointment under the Framework would be awarded through a mini competition to ensure value for money and quality.</p>	

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That in accordance with Contract Standing Order 11.03 approval be granted to the appointment of the following providers to the Educational Advisers Framework – <ul style="list-style-type: none"> • Education London • Tribal • Place Group • VT • Appleyards • Navigant 2. That where awards of specific contracts under the framework agreement in excess of £250,000 are sought, the award be made by the Director of the Children and Young People's Service in consultation with the Cabinet Member for Children and Young People. 	DCYPS
		DCYPS
PROC48.	<p>PARK VIEW ACADEMY - EMERGENCY HEATING SYSTEM RENEWAL (Report of the Director of the Children and Young People's Service - Agenda Item 11)</p> <p>We noted that the report sought our approval to works required to the school's heating system and to the cost of the works being included within the current Building Schools for the Future (BSF) programme and let as a variation to the existing BSF contract for Park View Academy.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>Clarification was sought of the position with regard to the funding of the works being shared between the Secondary Schools lifecycle fund and the BSF contingency and we were informed that in the light of concerns expressed about the extent of the commitments already earmarked against the lifecycle fund it was proposed that the contract should be awarded initially using funding from BSF contingencies with a subsequent contribution made from the lifecycle fund if appropriate at a later stage.</p> <p>Clarification was also sought of whether the Council might be able to make a claim against its former PFI provider in respect of possible negligence and we were informed that this might involve the Council in lengthy litigation with minimal financial benefits. However, officers would investigate this matter further and report back to the Committee.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the works required to the school's heating system being let to the existing Park View Academy Contractor partner (Balfour Beatty) as a variation to the contract. 	<p>DCYPS</p> <p>DCYPS</p>

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	<p>2. That approval be granted to expenditure up to the cost of the required works as detailed in Appendix A to the interleaved report to the school's heating system being included within the current BSF programme.</p> <p>3. That it be noted that the funding for the works would be from BSF contingencies with a subsequent contribution made from the lifecycle fund if appropriate at a later stage.</p>	DCYPS
PROC49.	<p>1-24 & 25-67 REMINGTON ROAD AND 1- 60 ECKINGTON HOUSE - LIFT REPLACEMENT SCHEME (Report of the Director of Urban Environment - Agenda Item 12)</p> <p>We noted that the report sought our approval to award the contract for Lift Improvements at Remington House and Eckington House.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that there had been discussions with Tenancy Management about arrangements to assist any residents who felt that they would be unable to cope during the replacement of the lifts. We also noted that no consultation issues had arisen as a result of the issuing of Section 20 Notices to leaseholders.</p> <p>RESOLVED:</p> <p>1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for lift replacement works at 1-24 and 25 -67 Remington Road and 1-60 Eckington House to Precision Lift Services Ltd. on the terms and conditions set out in the Appendix to the interleaved report.</p> <p>2. That the total estimated cost excluding fees as detailed in paragraph 2.1 of the Appendix to the interleaved report be noted.</p>	DUE
PROC50.	<p>FRAMEWORK AGREEMENT FOR REPLACEMENT OF COMMUNAL AERIALS WITH INTEGRATED RECEPTION SYSTEM IRS (DIGITAL TV) (Report of the Director of Urban Environment - Agenda Item 13)</p> <p>We noted that the report sought our approval to award the framework contract for the replacement of communal analogue TV aerials with the Integrated Reception System (IRS) in time for digital changeover in 2012.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p>	

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	<p>Clarification was sought of whether it was necessary to appoint all four of the recommended contractors to the proposed Framework and we noted that this might be dependent on the wording of the tender invitation. However, given the pressure on time to complete the replacement of communal analogue TV aerials with the Integrated Reception System in time for digital changeover in 2012 it might anyway be prudent to appoint all four so as to ensure that there was sufficient capacity to complete the work in good time. Call off contract awards would be made from the framework that were the most financially advantageous to the Council subject to the financial limits of the companies concerned.</p> <p>RESOLVED:</p> <p>That, in accordance with Contract Standing Order approval be granted to the appointment of the following contractors to the framework for the installation of the IRS digital TV services –</p> <ul style="list-style-type: none"> • SCC International Ltd. • Alphatrack Systems Ltd. • Ultimate Communications Systems Ltd. • Avonline plc 	DUE
PROC51.	<p>SOUTH TOTTENHAM DECENT HOMES PROGRAMME 2010/11 - PHASE ST14 (Report of the Director of Urban Environment - Agenda Item 14)</p> <p>We noted that the report sought our approval to the award of a contract for a detailed programme of works related to various properties known as ST14 within the delivery of the Decent Homes Programme.</p> <p>The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.</p> <p>We noted that no consultation issues had arisen as a result of the issuing of Section 20 Notices to leaseholders, the consultation period having ended on 23 October 2009. We asked that in future reports the total number of leaseholders be broken down between those within the 5 year Section 125 period and those outside of it.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That, in accordance with Contract Standing Order 11.03, approval be granted to the award of the contract for Phase ST14 of the Decent Homes Programme to Apollo Group Ltd. on the terms and conditions set out in the Appendix to the interleaved report. 2. That the Agreed Maximum Price set out in the Appendix to the interleaved report excluding fees as detailed in paragraph 2.2 of the Appendix be noted. 	<p>DUE</p> <p>DUE</p>

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TUESDAY, 27 OCTOBER 2009

	3. That the Compliance Team fees as detailed in paragraph 2.3 of the Appendix be noted.	
PROC52.	<p>85 MARSH LANE - AWARD OF DEMOLITION AND ASBESTOS REMOVAL CONTRACT (Report of the Director of Urban Environment - Agenda Item 24)</p> <p>We noted that the report sought approval to award the to carry out the demolition of the existing buildings, eradication of Japanese knotweed and the removal of asbestos at 85 Marsh Lane in order to progress and facilitate the relocation and development of a new strategic depot for Frontline Services and promote the development of 'Green Industries'.</p> <p>The report and its Appendices were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relating to the business or financial affairs of any particular person.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the appointment of Squibb Demolition to carry out the demolition of the existing buildings, the eradication of the Japanese knotweeds and the removal of asbestos at the site known as 85 Marsh Lane, as set out in Appendix 1 (Tender Report) to the interleaved report. 2. That the appointment of Squibb Demolition be subject to the production of a satisfactory Method Statement, to be ratified by the Contract's Manager, (NPS Group) and the CDM Co-ordinator, (Gardiner & Theobald), prior to the Council entering into the contract and if this condition was not met then McGee Group Ltd be appointed as the contractor instead. 	<p>DUE</p> <p>DUE</p>

The meeting ended at 20.25 hours

BOB HARRIS
Chair

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Agenda item:

[No.]

Cabinet

17 November 2009

Report Title. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

Report of the Assistant Chief Executive (People & Organisational Development)

Signed :

Contact Officer : Richard Burbidge

Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**

Report for: **Information**

1. Purpose of the report

1.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.

1.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

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

3.1. These are contained in the individual action forms.

<p>4. Recommendations</p> <p>4.1. That the report be noted</p>
<p>5. Reason for recommendation(s)</p> <p>5.1. Not applicable.</p>
<p>6. Other options considered</p> <p>6.1. Not applicable</p>
<p>7. Summary</p> <p>7.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.</p> <p>7.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.</p>
<p>8. Chief Financial Officer Comments</p> <p>8.1. Where appropriate these are contained in the individual delegations.</p>
<p>9. Head of Legal Services Comments</p> <p>9.1. Where appropriate these are contained in the individual delegations.</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. Not applicable</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. Where appropriate these are contained in the individual consultation forms.</p>

12. Consultation

12.1. Where appropriate details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Where appropriate details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 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 Richard Burbidge on 020 8489 2923.

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DIRECTOR OF ADULT, CULTURE AND COMMUNITY SERVICES

Significant decisions - Delegated Action – September 2009

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	04.09.09	Safeguarding and Strategic Services – Finance Service establishment changes	Agreed
2.	04.09.09	Adult Services – Integrated Access Team establishment changes	Agreed
3.	07.09.09	Adult Services – 100 Whitehall Street establishment changes	Agreed
4.			

Delegated Action

Type	Number

Submission authorised by:  **Mun Thong Phung**
Director of Adult, Culture and Community Services

Date: **5th October 2009**

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DIRECTOR OF THE CHILDREN AND YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action August, September and October 2009/10

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	17.9.09	Establishment Change – Muswell House (Children's Home)	Restructure agreed
2.	5.10.09	Approval of new funding and monitoring arrangements for Breakfast Clubs October 2009 – March 2011	Implementation of review approved. Provision of funding to breakfast clubs approved.
	16.10.09	Establishment change – recruitment to posts within Participation Team on cessation of external contract for a Children's Rights Service	Recruitment agreed.

Delegated Action

Type		Number
6.03	Coldfall School Kitchen, replacement oven South Haringay Junior School – emergency repairs to heating boiler and flue BSF Hornsey School, supply of specialist design and tech work benches BSF- Alexandra Park School Northumberland Park School – swimming pool boilers Temporary management resources for delivery of Back on Track	£17,442 £12,359 £3,635 £14,308 £11,513 £21,888
6.04	Bruce Grove Youth Centre Youth Gym Empowering Learning Consultancy Provision of specialist expertise in relation to CEME, EOTAS and EHE Short breaks – provision of After school club for disabled children Provision of Advocacy Service for Children in Care Purchasing content for use by primary schools within Managed Learning Environ.	£15,500 £27,000 £12,250 £15,900 £20,000 £15,000

11.02	<p>Stonecroft Children's Centre, External decorations and joinery repairs</p> <p>Woodside High School – York building roof leak</p> <p>BSF Gladesmore – specialist auditorium and theatre lighting, and science storage</p> <p>BSF John Loughborough – supply and install fixed fixtures and fittings</p> <p>BSF Northumberland park supply and install fixed furniture</p> <p>Framework Agreement for grocery and consumables and frozen foods</p> <p>Provision of Domestic Violence Perpetrator Programme</p> <p>Muswell Hill School – ceiling and lighting replacement</p> <p>Assignment of Contract for Integrated Supported Housing Service</p> <p>Muswell Hill Youth Centre, electrical and building works</p> <p>Developing Hubs of change within Children and Families</p> <p>South Harringay Temporary Pupil Referral Unit</p> <p>BSF Northumberland park School - cctv cabling</p> <p>BSF Highgate Wood FF&E voc equipment to new specialist areas and hall</p> <p>Ceiling and Lighting replacements – 48 Station Road</p>	<p>£54,989</p> <p>£10,732</p> <p>£87,094</p> <p>£17,314</p> <p>£246,488</p> <p>£250,000</p> <p>£35,000</p> <p>£38,325</p> <p>£107,030</p> <p>£50,000</p> <p>£23,039</p> <p>£63,916</p> <p>£156,650</p> <p>£71,167</p>	
13.01	<p>Provision of ICT Support Service (for foster carers and children's homes) variation</p> <p>Integrated Supported Housing Service for care leavers aged 16-21 extension</p> <p>Provision of Young Carers Project – variation of contract</p> <p>Consultancy Service – extension (Children's Centres)</p>	<p>£26,884 p.a.</p> <p>£94,000</p> <p>£36,000</p>	

Submission authorised by:

Peter Lewis
Director, CYPS

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2009/10 - September 2009

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦	30.09.09	Childcare Litigation Services	That under CSO 13.03 the Director of Corporate Resources approve the following variation to the existing contract with Islington for the provision of legal services: - the extension of the contract for a period of three months

Delegated Action

Type	Number
Approval for extension for 12 months of award of contract, originally approved on 5 October 2007 under CSO 11.02 re: Public-I Provision of Webcasting for Haringey, signed by Assistant Chief Executive (People & Organisational Development) 01.09.09.	1
Approval for award of contract under CSO 11.02 re: Part refurbishment of 1 st Floor, 40 Cumberland Road, N22, signed by DCR 17.09.09 and 29.09.09.	2

Submission authorised by: *J. Rowe 12/10/09*

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