NOTICE OF MEETING

Cabinet

TUESDAY, 20TH MARCH, 2012 at 18:30 HRS – COUNCIL CHAMBER, CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillor Claire Kober (Chair), Councillor Lorna Reith (Vice Chair), Councillor John Bevan, Councillor Nilgun Canver, Councillor Dilek Dogus, Councillor Joe Goldberg, Councillor Alan Strickland and Councillor Bernice Vanier.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with at Item 19 below. New items of exempt Urgent Business will be dealt with at Item 23 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, license, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. MINUTES (PAGES 1 - 14)

To confirm and sign the minutes of the meeting of the Cabinet meeting held on 7 February 2012 as a correct record.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. OVERVIEW AND SCRUTINY REVIEW OF REGISTERED HOUSING PROVIDERS (PAGES 15 - 106)

To be introduced by Councillor Karen Alexander, Chair of the Review of Registered Housing Providers.

Note by the Head of Local Democracy and Member Services

Part 4 Section G Paragraph 1.3 (vii) of the Constitution states that following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting. The Cabinet will note the report and request a responding report from the Chief Executive or Chief Officer and Cabinet Member responsible. The request is to be available within six weeks of the request and will include a detailed tabulated implementation action plan.

7. HOMES FOR HARINGEY BUSINESS PLAN 2012 - 2017 (PAGES 107 - 146)

(Report of the Director for Housing and Adult Services to be introduced by the Cabinet Member for Housing). To approve the Homes for Haringey Business Plan 2012-2017.

8. ANNUAL LEASEHOLD SERVICE CHARGE - REVIEW OF MANAGEMENT FEE (PAGES 147 - 162)

(Report of the Director of Housing and Adult Services to be introduced by the Cabinet Member for Housing) To approve the introduction of new management fees.

9. HOUSING CAPITAL PROGRAMME: FURTHER PRIORITIES FOR THE 2012-13 PROGRAMME (YEAR 5) (PAGES 163 - 176)

(Report of the Director of Housing and Adult Services to be introduced by the Cabinet Member for Housing) To approve additional priorities for the 2012/13 Housing Capital Programme.

10. HARINGEY'S HOMELESSNESS STRATEGY 2012-14 (PAGES 177 - 256)

(Report of the Director of Housing and Adult Services to be introduced by the Cabinet Member for Housing) To approve strategic priorities for the Homelessness Strategy for 2012-14 and the strategy and delivery plan attached to this.

11. A NEW APPROACH TO WORKLESSNESS (PAGES 257 - 284)

(Report of the Director of Place and Sustainability to be introduced by the Cabinet Member for Economic Development and Social Inclusion). To approve a package of investment to be match funded by the GLA and the European Social Fund for a programme that will support Haringey residents into sustained employment over a two/three year period.

12. NEW FOOTBALL STADIUM AND ASSOCIATED DEVELOPMENT AT TOTTENHAM, PROPOSED NORTHUMBERLAND DEVELOPMENT PROJECT COMPULSORY PURCHASE ORDER 2012 (PAGES 285 - 370)

(Report of the Director of Place and Sustainability to be introduced by the Cabinet Member for Economic Development and Social Inclusion).To approve the use of Compulsory Purchase powers to progress the assembly of land required for the Northumberland Development Project.

13. NORTHUMBERLAND DEVELOPMENT PROJECT TOTTENHAM - LAND AGREEMENT BETWEEN TOTTENHAM HOTSPUR FOOTBALL CLUB AND THE COUNCIL (PAGES 371 - 380)

(Report of the Director of Place and Sustainability to be introduced by the Cabinet Member for Economic Development and Social Inclusion). To approve the entering into of a Land Agreement with Tottenham Hotspur Football Club with regard to the Northumberland Park development project.

14. SUSTAINABLE TRANSPORT WORKS PLAN 2012/13 (PAGES 381 - 428)

(Report of the Director of Place and Sustainability to be introduced by the Cabinet Member for the Environment). To approve the Sustainable Transport Work Plan for 2012/13.

15. PROPOSALS TO EXPAND WELBOURNE PRIMARY SCHOOL FROM TWO TO THREE FORMS OF ENTRY FROM SEPTEMBER 2013 (PAGES 429 - 556)

(Report of the Director of Children's Services to be introduced by the Cabinet Member for Children's Services) To approve the expansion of Welbourne Primary School from two to three forms of entry with effect from September 2013.

16. EQUAL OPPORTUNITIES POLICY (PAGES 557 - 576)

(Report of the Assistant Chief Executive to be introduced by the Leader of the Council) To approve the updated Equal Opportunities Policy and objectives.

17. MINUTES OF OTHER BODIES (PAGES 577 - 592)

To note the minutes of the meetings set out below:

i. Children's Safeguarding Policy and Practice Committee – 26 January 2012
ii. Corporate Parenting Committee – 31 January 2012
iii. Procurement Committee – 23 February 2012

18. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 593 - 602)

(Report of the Assistant Chief Executive): To inform the Cabinet of delegated decisions and significant actions taken since the last Cabinet meeting on 7 February 2012.

19. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 2 above.

20. EXCLUSION OF THE PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public as they contain exempt information which either relates to the business or financial affairs of any particular person (including the Authority holding that information) or the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods and services.

Note from the Head of Local Democracy and Member Services

Items 21 and 22 allow for the consideration of exempt information in relation to Items 8 and 12, which appear earlier within the agenda.

21. ANNUAL LEASEHOLD SERVICE CHARGE - REVIEW OF MANAGEMENT FEE (PAGES 603 - 604)

(Report of the Director of Housing and Adult Services to be introduced by the Cabinet Member for Housing) To approve the introduction of new management fees.

22. NEW FOOTBALL STADIUM AND ASSOCIATED DEVELOPMENT AT TOTTENHAM, PROPOSED NORTHUMBERLAND DEVELOPMENT PROJECT COMPULSORY PURCHASE ORDER 2012 (PAGES 605 - 610)

(Report of the Director of Place and Sustainability to be introduced by the Cabinet Member for Economic Development and Social Inclusion).To approve the use of Compulsory Purchase powers to progress the assembly of land required for the Northumberland Development Project.

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any new items of exempt Urgent Business.

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and Member Services
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Agenda Item 4

MINUTES OF THE CABINET
TUESDAY, 7 FEBRUARY 2012

Cabinet Members Present: Councillor Claire Kober (Chair), Councillor Lorna Reith (Vice-Chair), Councillor John Bevan, Councillor Nilgun Canver, Councillor Dilek Dogus, Councillor Joe Goldberg, Councillor Alan Strickland and Councillor Bernice Vanier

Also Present: Councillor Sheila Peacock, Councillor Richard Wilson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB109.	**APOLOGIES** There were no apologies for absence.	
CAB110.	**URGENT BUSINESS** Item 8: 'Financial Planning 2012/13 – 2014/15' was accepted as a late item of Urgent Business.	
CAB111.	**DECLARATIONS OF INTEREST** There were no declarations made at this point in the meeting. Prior to the consideration of Item 8: 'Financial Planning 2012/13 to 2014/15' Councillor Reith noted that she was a council leaseholder.	
CAB112.	**MINUTES** **RESOLVED:** That the minutes of the meeting held on 20 December 2011 be confirmed as a correct record of the meeting.	HLDMS
CAB113.	**DEPUTATIONS/PETITIONS/QUESTIONS** A deputation request was accepted from Flora Onwukwe of Unison with respect to Item 16: 'Options for the Future of Directly Provided Children's Homes'.	
CAB114.	**THE COUNCIL'S QUARTERLY PERFORMANCE ASSESSMENT: QUARTER 3, 2011/12** Cabinet considered a report that provided an update with respect to progress against the Council's outcomes and priorities for the third quarter of 2011/12. The Leader of the Council introduced the report and noted that changes to welfare benefits meant that more young women were now claiming Job Seekers Allowance (JSA) and as a consequence this group was now being recorded as Not in Employment, Education or Training (NEET).	

	Cabinet was advised that officers from the Youth Service and Employment and Skills team were looking at how this group could be targeted within the new Jobs Programme and Jobs Strategy. **RESOLVED:** i. That progress against the five outcomes during the third quarter of 2011/12 be noted. ii. That the issues and challenges moving into the next reporting period, as outlined in the report, be noted.	
CAB115.	**FINANCIAL PERFORMANCE FORECASTS AS AT 31 DECEMBER 2011** Cabinet considered a report that provided an overview of the forecast financial revenue and capital outcomes for 2011/12 based on actual performance to 31 December 2011. The Cabinet Member for Finance and Carbon Reduction clarified that sums from any under spent budgets would be used to help close the deficit in funding rather than being re-spent in areas where cuts had already been made. The cabinet member thanked the officers for their hard work during the year regarding the 2011/12 budget. **RESOLVED:** i. That progress being made with respect to the Council's 2011/12 budget with regard to revenue and capital expenditure be noted. ii. That the budget changes set out in Appendix 3 of the report be approved. iii. That the transfer of General Fund risk provision to general reserves, as outlined in paragraph 10.3 of the report, be approved.	Dir Cop Resources Dir Corp Resources
CAB116.	**FINANCIAL PLANNING 2012/13 – 2014/15** Cabinet received a report that presented the Medium Term Financial Plan (MTFP), which covered the three years to March 2015 and included a revised assessment of the General Fund, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and the Capital Programme. **RESOLVED:** i. That it be recommended to Council that it approve the proposals for the Council's Revenue Budget 2012/13 and MTFP 2012-2015 as set out in Appendices 1 and 2 of the report. ii. That it be recommended to Council that it approve the General Fund budget requirement for 2012/13 of £278.4m, net of the	Dir Corp Resources Dir Corp

		Dedicated Schools Grant, subject to the decisions of precepting and levying authorities, as set out in Appendix 1 of the report.	Resources
	iii.	That it be noted that significant savings would still have to be identified to deliver a balanced budget in 2013/14 and 2014/15.	
	iv.	That it be recommended to Council that it approve the Cabinet's responses to the recommendations of the Overview and Scrutiny Committee on the chosen three themes of the draft revenue proposals agreed at the Cabinet meeting on 4 October 2011 (as set out in paragraphs 7.6 to 7.8 and Appendix 8 of the report).	Dir Corp Resources
	v.	That the summary of consultation responses received to date on the draft revenue proposals, agreed by Cabinet on 4 October 2011, (and set out in paragraphs 7.1 to 7.5 of the report) be noted.	
	vi.	That the latest position with regard to the funding allocations within the Children and Young People's Dedicated Schools Grant be noted and approved (as set out in paragraph 12 and Appendix 5 of the report).	
	vii.	That it be recommended to Council that it approve the housing rent increases (average increase of £6.55p (7.5%)) (as set out in Appendix 6 of the report).	Dir Corp Resources
	viii.	That it be recommended to Council that it approve the tenants' service charges (as set out in paragraph 5 and Appendix 6 of the report).	Dir Corp Resources
	ix.	That it be recommended to Council that it approve the HRA Budget 2012/13 and the MTFP 2012-15 (as set out in paragraph 7 and Appendix 8 of the report).	Dir Corp Resources
	x.	That it be recommended to Council that it approve the Capital Programme for the period 2012-15 comprising spending and funding of £204.880m (as set out in paragraph 14 and Appendix 7 of the report).	Dir Corp Resources
	xi.	That it be recommended to Council that it approve changes in Directorate cash limits as shown in Appendices 1 and 2 of the report.	Dir Corp Resources
	xii.	That it be recommended to Council that it approve the additional investment proposals set out in paragraph 9 and summarised in Table 2 at paragraph 10 of the report.	Dir Corp Resources
	xiii.	That it be recommended to Council that it approve the forecast level of un-earmarked General Fund Reserves at 31 March 2012 of £10.5m and specific and other reserves totalling £50.4m at 31 March 2012 (as set out in Appendix 4a of the report).	Dir Corp Resources

	xiv. That it be noted that the report would be considered by Council on 28 February 2012 in order inform the Council's final decisions with regard to the Budget for 2012/13 and Council Tax for 2012/13.	Dir Corp Resources
CAB117.	**REVIEW OF FEES AND CHARGES 2012/13** Cabinet considered a report that provided an overview of the annual review of the Council's fees and charges. **RESOLVED:** i. That the increases to the Council's fees and charges, as contained in Appendices 1 to 10 of the report (excluding Pendarren House at Appendix 10), be approved with effect from 1 April 2012, subject to an Equalities Impact Assessment being carried out where appropriate and subject to any subsequent changes then required being delegated to the relevant Director in consultation with the appropriate Cabinet Member. ii. That the increase of fees for Pendarren House by 3% from 1 September 2012 (as contained in Appendix 10 of the report) be approved, subject to any counter conclusions coming out of the review of Pendarren House, which would be brought back to a later meeting of the Cabinet.	Dir Corp Resources Dir Corp Resources
CAB118.	**ANNUAL AUDIT LETTER 2010/11** Cabinet considered a report that presented the Annual Audit Letter for 2010/11. **RESOLVED:** That the Annual Audit Letter for 2010/11 be received and formally noted by the Cabinet.	
CAB119.	**HARINGEY STRATEGIC PROPERTY REVIEW** Cabinet received a report that summarised the work that was being undertaken to assess future property needs and that reviewed the Council's asset holdings to determine options and strategies to achieve key regeneration and community priorities, generate capital receipts and to release savings, through the reshaping if the Council's property estate. **RESOLVED:** That the aims and objectives of the property review work streams be noted.	
CAB120.	**FUNDING AND INVESTMENT PACKAGE FOR THE TOTTENHAM REGENERATION PROGRAMME** Cabinet received a report that sought approval of the proposed funding	

and investment package for the Tottenham Regeneration Programme.

The Cabinet Member for Economic Development and Social Inclusion introduced the report and responded to questions.

It was noted that a further report would be brought to Cabinet outlining the new flagship Jobs Programme, which was aimed at tackling unemployment and child poverty. This would include details of the targets with respect to the number jobs that would be created.

Cabinet was advised that changes to the Section 106 Agreement would be considered at a special meeting of the Planning Committee on 13 February (the report being considered by the Planning Committee was published on the Council's website and copies had been made publicly available since 3 February).

It was clarified that the Council's Supplementary Planning Guidance (SPG) on the provision of Affordable Housing within new schemes allowed for the existing mix of housing in an area to be taken into account when determining applications. In terms of the provision within the Section 106 Agreement for Education purposes it was being recommended to the Planning Committee that the contribution of £1.2m in the current agreement was removed. Decision with regard to this fell within the remit of the Planning Committee rather than the Cabinet.

The Chair thanked officers for their hard work in pulling this piece of work together during the six month period since the disturbances and commended the package of private and public sector investment noting that it was intended that this would act as a catalyst for the regeneration of the North Tottenham area.

RESOLVED:

i. That Cabinet approve the funding and investment programme for Tottenham of £41.345m as outlined in paragraph 1.1 of the report. — Dir Place and Sus

ii. That it be approved, in principal, that a further allocation of £5m be made to make a total of £9m investment (including £4m capital programme investment already provisionally agreed by Cabinet on 20/12/11 but subject to Full Council agreement) in North Tottenham (linking with the Mayoral investment of £18m) to support: — Dir Corp Resources

- A contribution to heritage building improvements in the vicinity of the NDP Scheme (£3m)
- A contribution to public and community event space to be provided as part of the NDP Scheme (£5m)
- Environmental improvements on Worcester Avenue (£0.5m)
- The formulation of a phased North Tottenham regeneration master-plan with a primary focus on the area west of High Road centred on White Hart Lane (£0.5m)

	This the further allocation of £5m would be formally added to the Capital Programme at an appropriate point in the future once the relevant part of the NDP scheme had progressed and when funding had been identified. iii. That it be noted that the funding for the 'Growth on the High Road' programme was for the projects in the Outer London Fund (OLF) bid, submitted to the GLA on the 14 November 2011, (attached as Appendix 4 of the report) and noted that the match funding was made up of: ➢ Officer resources (£100k) ➢ S106 monies for environmental improvements to Tottenham Green (£100k) ➢ Diocese of London contribution to improvements to the Old School Yard on Tottenham Green (£80k) ➢ English Heritage contribution (£25k) ➢ Design for London contribution (£40k) This further allocation and expenditure of £2.5m would be formally added to the Capital Programme at a future date following agreement with the GLA on the terms and conditions and profiling of the expenditure. iv. That the Council's match funding commitment to the Opportunity Investment Fund of £1m be approved. (Please note that this was approved by Cabinet on 20/12/11 as part of the provisional capital programme for 2012 – 2015 and is subject to agreement of Full Council). v. That it be noted that the funding allocation from the GLA sought approval for the Council's match funding. (Please note that the detail of the Employment and Skills Programme would be the subject of a separate report to Cabinet at a later date, although the £1.5m match funding could be met from the £2m total made available for Worklessness schemes elsewhere on this meeting's agenda). vi. That it be noted that the GLA had set aside a sum of £3m for bringing 639 High Road (Council premises) back into use as an Employment and Enterprise Centre. The intention was that, subject to Cabinet's decision (the subject of a separate report to this Cabinet meeting), the building would be sold to the GLA who will take responsibility for the refurbishment and future revenue funding. The Council would be involved in shaping the proposal and the GLA funding was to purchase the building from the Council, undertake the refurbishment works and develop a range of initiatives, which would support enterprise and skills development for the local community. That it be noted that the Mayoral funds identified for this project would be used to provide the Council with a capital receipt (secured at market value) and that the balance of capital and revenue monies would be used to	Dir Corp Resources

	refurbish the building and develop the initiatives offered at the centre. This balance of monies would not be passed to the Council.	
	vii. That the Directors of Place and Sustainability and Corporate Resources, in consultation with the Leader of the Council, be authorised to sign all necessary grant funding agreements with the Mayor of London for Mayoral funds that would be passed to the Council for investment in Tottenham.	Dir Place and Sus / Dir Corp Resources
	viii. That the allocation and expenditure of Mayoral funds that were to be passed to the Council (as indicated in Appendix 1 of the report) be approved: ➢ Highway, parking and pedestrian route improvements in North Tottenham to be undertaken in phase with NDP Scheme construction (£3.5m) ➢ District-wide combined heating and power scheme in North Tottenham with capacity to serve proposed and potential new development in the area (£2.5m) These items would be added to the Capital Programme once full agreement with GLA on terms and conditions and profile of spend was agreed.	Dir Corp Resources
	ix. That Cabinet attached a high priority to the phased regeneration of North Tottenham to capitalise on and complement the delivery of the THFC NDP Scheme with, as a next phase, a focus on the ten hectare area between Tottenham High Road, Brereton Road, the railway line and the Borough boundary (including exploring with residents the potential for estate renewal of the Love Lane/Whitehall Street housing estates and neighbouring blocks).	Dir Place and Sus
	x. That consultation with local residents and businesses on the principle of promoting the next phase of regeneration in the Northumberland Park area be authorised. The recent 'Have your Say' consultation on the regeneration plans for Tottenham identified the Northumberland Park area as a priority for regeneration and investment. This consultation would engage residents and businesses in Northumberland Park (including the area west of the High Road, as shown on the plan in Appendix 3) in developing plans and proposals for the area. The consultation would use the draft key principles set out in Appendix 2 (together with the Council's planning policies) as a basis for driving key regeneration outcomes.	Dir Place and Sus
	xi. That it be noted that a non-binding Memorandum of Understanding had been signed with Tottenham Hotspur that set out the intentions of both parties (without fettering the future exercise of discretion of either Cabinet or the Planning Committee) to support the delivery of the NDP scheme in the North Tottenham area and to explore the potential for wider	

	regeneration in the area. xii. That it be noted that the proposed NDP scheme amendments and revised Section 106 Agreement were to be considered by the Planning Committee on 13 February 2012.	
CAB121.	**FUTURE USE OF 639 HIGH ROAD TOTTENHAM** Cabinet considered a report that provided an overview of proposals for working in partnership with the Greater London Authority (GLA) and local communities to create a centre for enterprise and employment at 639 High Road. Exempt information pertaining to the report was discussed under Item 23. **RESOLVED:** i. That it be noted that 639 High Road, Tottenham was fire damaged and vacant following the riots. ii. That 639 High Road should be declared surplus to the Councils requirements. iii. That proposals to undertake work in partnership with the GLA to establish 639 High Road as an enterprise, employment and community resource, with public space providing accommodation for new and existing businesses and support mechanisms for aspiring individuals and social enterprise, be noted. iv. That the disposal of the freehold of the property to the GLA be approved, as outlined in the terms set out in (exempt) section 5.15 of the report and to delegate the final terms of the disposal, including the price and any overage, to the Head of Corporate Property Services in consultation with the Director of Place and Sustainability, Programme Director for Tottenham and Head of Legal Services.	Dir Corp Resources Dir Corp Resources
CAB122.	**HARINGEY ADULT SOCIAL CARE LOCAL ACCOUNT 2010/11** Cabinet received a report that presented the Local Account 2010/11. The Cabinet Member for Health and Adult Services noted that following the abolition of the Care Quality Commission's Annual Performance Assessment, Local Authorities were now required to publish an annual Local Account to demonstrate and describe performance with regard to adult social care to local residents. **RESOLVED:** That the content of the Local Account for 2010/11 be noted.	

CAB123.	**REVIEW OF FULL TIME NURSERY CLASS PLACE PROVISION FOR THREE AND FOUR YEAR OLD CHILDREN IN HARINGEY'S SCHOOLS** Cabinet received a report that sought approval to extend the fifteen hour free entitlement for three year olds and to redistribute full time free places to ensure that they met the needs of the children in the greatest need. **RESOLVED:** i. That the take up of the fifteen hour free entitlement for three year olds should be increased to 90% by 2014 in line with national expectations. ii. That the most vulnerable and disadvantaged three and four years old children should benefit from access to free, good quality early education. iii. That the number of full time places currently provided in Haringey schools should be reduced and re-profiled. iv. That the number of part time places should be increased to ensure that sufficient places were available in the areas of greatest need.	Dir Children's Services Dir Children's Services Dir Children's Services
CAB124.	**OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES** A report was received that summarised the various options for the future of residential provision for Looked After Children directly by the Council. Prior to consideration of the report a deputation was received from Flora Onwukwe of Unison in opposition to the proposals. Ms Onwukwe noted that within the Ofsted rating awarded to Home B the assessment of the quality of care element had been rated as 'good' and that the children cared for there had indicated that they supported this assessment. It was contended that the use of agency staff had contributed to a loss of consistency that had resulted in a subsequent deterioration in the standard of care that the Homes were able to provide. Ms Onwukwe suggested that private care providers would need to procure specialised services that the Council was able to access from in-house providers and that this would constitute an additional cost not shown in the report. In addition Ms Onwukwe contended that private providers might be selective with regard to the children that they accepted in order to preserve their Ofsted ratings. It was noted that twenty-eight staff would be affected by the closure of the Homes and these staff were faced with an uncertain future due to the lack of redeployment opportunities available to them.	

Ms Onwukwe concluded by noting that the properties were situated in desirable residential areas where property prices were high and she suggested that this consideration was being placed before the needs of the children living in the Homes.

The Chair thanked Ms Onwukwe for her deputation and invited Cabinet Members to put questions to her.

It was noted that the overall rating awarded to both Homes by Ofsted was 'satisfactory' and that when using private and voluntary sector providers the Council's policy was to use providers with a rating of 'good' or 'excellent'. In response Ms Onwukwe acknowledged this left room for improvement but reiterated that the quality of care had been assessed as 'good', which constituted an improvement in performance, achieved against a background of significant change and a loss of continuity due to an increase in the use of agency staff.

The Cabinet Member for Children's Services responded to Ms Onwukwe and began by thanking her for attending the meeting. She noted that whist it was recognised that staff had been doing a good job in difficult circumstances, a rating of 'satisfactory' was not sufficient. As set out above the Council required all private and voluntary sector providers that it used to be rated as 'good' or 'excellent' and as it made provision for the future the Council aspired to achieve this standard within all of the Homes that it placed children in.

In response to suggestions that private providers might exercise a degree of selection in order to preserve their Ofsted ratings she noted that there was no evidence to suggest that this was the case and that it was common practice for Local Authorities to work with private providers.

With respect to concerns raised regarding the impact of potential disruption and loss of continuity resulting from the closure of the Homes Cabinet was advised that all of the young people affected had Care Plans in place assessing their needs and that provision had been made within these for the closure of the Homes and the impact of this. In addition Care Plans identified needs that required the support of other agencies, and these would also be taken forward in a consistent way.

It was noted that recruitment had been frozen and agency staff had been used whilst redundancies were made across Children's Service, with a view to redeploying staff with transferable into these positions. As part of the consultation process with staff, which would commence if the decision was made in principle to close the Homes, the redeployment process would be outlined.

The Cabinet Member for Children's Services concluded by expressing the Cabinet's support and thanks to staff working in the Homes for their continued work during this difficult period.

	Cabinet discussed the report and its recommendations and in response to a question Cabinet was advised that there had been discussion within the forum of the North London Strategic Alliance (NLSA) with regard to the collective commissioning power that Local Authorities had to influence the market and to drive up quality. The NLSA had recently appointed an individual to focus on this area who would be working with Local Authorities including Haringey. It was noted that the properties currently housing the Homes were no longer needed by the Children's Service and that if the recommendations were approved they would be removed from the Children's Services property portfolio and considered as part of the Council's Corporate Property portfolio. Exempt information pertaining to the report was discussed under Item 22. **RESOLVED:** That it be agreed, in principal, that Homes A and B should be closed, pending a final decision, which would take into account the results of the equality impact assessment and consultation with staff, services users and other stakeholders, and that the Cabinet Member for Children's Services be authorised to take the final decision on the following proposals: a. That the two residential homes for children – Home A and B be closed with effect from 1 July 2012 releasing an efficiency saving and providing the opportunity additionally for a proportion of the resources saved beyond the planned 2012/13 savings requirements to be redirected to the new rapid response service in line with the Children's Strategic Improvement Plan. b. That the properties be declared surplus to requirements and removed from the Children's Services portfolio and a decision be made on their future disposal. c. That it be noted that this was in line with the determination to ensure that all placements for Haringey's Looked After Children were recognised by external assessment as good or outstanding within a short timeframe and that better value for money in service delivery was secured.	Dir Children's Services
CAB125.	**MINUTES OF OTHER BODIES** **RESOLVED:** That the minutes of the Corporate Parenting Committee held on 6 December 2011 and the Procurement Committee held on 12 January 2012 be noted.	
CAB126.	**DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**	

	Cabinet received a report advising it of the delegated decisions and significant actions taken by Directors since the previous Cabinet meeting. **RESOLVED:** That the report be noted.	
CAB127.	**NEW ITEMS OF URGENT BUSINESS** There were no new items of Urgent Business.	
CAB128.	**EXCLUSION OF THE PRESS AND PUBLIC**	
	RESOLVED: That as the following items contained information classified as exempt under Schedule 12A of the Local Government Act 1972 as amended, which related to the amount of expenditure proposed to be incurred by the Local Authority and information relating to the financial and business affairs of individuals, the press and public should be excluded for the remainder of the meeting.	
CAB129.	**NEW ITEMS OF EXEMPT URGENT BUSINESS** There were no new items of exempt Urgent Business.	
CAB130.	**OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES** Cabinet discussed exempt information pertaining to the report and the recommendations contained within the report were agreed as set out under minute CAB124 above.	
CAB131.	**FUTURE USE OF 639 HIGH ROAD TOTTENHAM** Cabinet discussed exempt information pertaining to the report and the recommendations contained within the report were agreed as set out under minute CAB121 above.	
CAB132.	**LONDON HOUSING CONSORTIUM** Cabinet considered a report seeking approval that the London Borough of Haringey should continue to be a member of the London Housing Consortium (LHC) and to the establishment of a Joint Committee in conjunction with other participating Local Authorities that had also resolved to become members. **RESOLVED:** i. That the London Borough of Haringey should continue to be a member of the London Housing Consortium (LHC).	

	ii. That pursuant to section 101 (5) of the Local Government Act 1972 (as amended), a Joint Committee be established to effect the governance and management of the LHC, comprising of the London Borough of Haringey jointly with one or more of the other ten participating Local Authorities that also resolve to become members.	Head of Legal Services
	iii. That the Joint Committee be authorised to exercise the Council's executive functions in relation to the LHC.	
	iv. That Councillor John Bevan, Cabinet Member for Housing, be appointed as the Council's representative on the Joint Committee for the remainder of the current Municipal Year.	
	v. That the Chief Executive, after consultation with the Cabinet Member for Housing and the Head of Legal Services, be authorised to agree a Constitution for the Joint Committee based on the draft constitution set out in Appendix 1 of the report and any subsequent variations.	
	vi. That other options for the legal framework and governance structure of the LHC be explored and that a further report, detailing the options, should be submitted to a future meeting of Cabinet for its consideration.	Head of Legal Services

The meeting closed at 7.50pm.

COUNCILLOR CLAIRE KOBER

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Chair

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Agenda Item 6

Haringey Council

Report for:	**Cabinet – 20 March 2012**	**Item Number:**	

Title:	**Scrutiny Review of Registered Housing Providers**

Report Authorised by:	**Cllr Alexander, Chair of the Review Panel**

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Ward(s) affected: **All**	**Report for Key/Non Key Decisions:**

1. **Describe the issue under consideration**

   The scrutiny review of Registered Housing Providers was commissioned in 2010/11. This review sought to assess how partnership working among local housing providers can be further supported with the aim of delivering more effective and efficient services to local communities.

2. **Cabinet Member introduction**

   Not applicable at this stage. Once approved by Overview & Scrutiny Committee however, the report will be presented at the next available meeting of Cabinet following which, an Executive response will be produced.

3. **Recommendations**

   The attached report details the work of the review panel and the conclusions and recommendations it has reached. The Committee is asked to consider and approve the recommendations contained within the attached report.

4. **Other options considered**

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The attached report details all the evidence considered by the scrutiny review panel.

5. Background information

There are approximately 60 independent registered housing providers (RHP) that own or manage social housing in Haringey. Whilst a small number of housing providers (n=5) manage over 500 properties locally, the majority manage fewer than 100 properties.

Whilst such a broad range of provision can help to meet the diversity of housing needs in the borough, such fragmentation of supply presents a number of challenges to both the Council and to RHPs, particularly in respect of:

- effective communication, engagement and liaison strategies between housing providers
- differences in the way that local housing stock is managed
- variations in the nature and level of housing standards experienced by local tenants
- efficiency and effectiveness of housing service provision.

In assessing how best the Council should respond to these challenges, the review gathered evidence from a wide range of sources including officers from local services and representatives from national housing organisations. Most importantly, local RHPs were integral to the review process and were able to submit their views via both survey and focus group methods.

The panel made a number of key conclusions from its assessment of the evidence:

- the Council has a sound engagement structure to support dialogue with local RHPs, though there are areas in which this can be improved
- the 'common housing standards' agenda has largely been met through the establishment of a national service standards framework and the development of 'local offers' to tenants by housing providers
- further work needs to be undertaken to help prepare local members and officers for an enhanced role in the monitoring and scrutiny of local RHPs
- there is evidence that effective partnership working among RHPs can help to increase capacity, coordination and efficiency of local housing services
- there is significant and wide ranging potential to meet local housing and community needs through further support of effective partnership working among RHPs

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- although the rationalisation of the management of local housing stock presents numerous challenges, it can help to improve local partnerships, develop community engagement and increase cost effectiveness of services
- the Council should develop a stock rationalisation policy which supports those RHPs which are committed to the borough, work in partnership with other providers and provide a good service to local tenants

The scrutiny panel have made 5 recommendations (with component sub-recommendations). The recommendations of the review panel relate to the following areas:

- how the local engagement infrastructure between the Council and RHPs can be developed and improved
- how local members and officers can be further supported for an enhanced role in monitoring RHPs
- how partnership work can be further supported among local registered housing providers
- how the Council can support those registered housing providers considering the rationalisation of local housing stock.

The evidence for each recommendation (and sub recommendation) is referenced within the main body of the attached report.

6. Comments of the Chief Finance Officer and financial implications

Some of the panel's recommendations are likely to involve direct costs for the council in particular the recommendations on the STATUS report and GIS mapping of Social Housing. It will be necessary to identify the funding required through reprioritisation of existing resources before any recommendations are implemented.

The Council is currently preparing a new HRA business plan in the light of the new self financing regime. This includes an assessment of its housing stock. Aspects of recommendation five that have an impact on the HRA will need to be incorporated into this work.

7. Head of Legal Services and legal implications

When the Localism Act 2011 comes into force later this year it will introduce changes to the regulatory framework for social housing which are noted at paragraphs 1.15, 1.16 and 7.15 to 7.19 of the attached report. In addition to these changes, under the Act the Council will be able to offer flexible tenancies instead of secure tenancies and will have to publish a Tenancy Strategy that other registered providers of social housing in this district will have to take into account when formulating their own policies in relation to tenure. These changes give rise to the need for a more joined up approach to housing provision between the Council and its partners as proposed by the review.

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8. Equalities and Community Cohesion Comments

A number of RHPs make an important contribution to meeting the specialist housing needs of different communities in Haringey (e.g. black and other minority ethnic groups, older people, women experiencing domestic abuse). It is therefore important that any action to streamline or rationalise local housing management or ownership should maintain the diversity of supply and its role in meeting local housing needs.

As well as providing housing, RHPs are significant investors in community services such as environmental improvements, anti-social behaviour initiatives and employment and training projects. More coordinated provision as advocated by the review may increase the capacity and effectiveness of housing service to meet the needs of local communities.

The support for more localised management of social housing outlined in this review may help to improve local engagement between housing providers and their tenants. This may facilitate greater community cohesion through a greater understanding of the needs of tenants and the communities in which they live.

9. Head of Procurement Comments

Not applicable.

10. Policy Implication

Council priorities

A key theme running through the review was how RHPs can be supported in working together more effectively. The review has made a number of recommendations in this respect, and if implemented could the Council meet a key strategic priority: the delivery high quality, efficient services.

Recommendations contained within the review would also support key objectives of the local Housing Strategy (2009-2019):

- creating neighbourhoods where people choose to live
- ensuring that housing in the borough is well managed, of high quality and sustainable
- to provide people with the housing support and advice that they need.

The Housing Strategy has also outlined that partnership working in the housing sector will be a key process through which to achieve housing objectives. This is fully supported in the recommendations of the review.

Finance and value for money

The broad thrust of this review is to develop the effectiveness of local partnerships within the housing sector. The review has demonstrated how local housing

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partnerships can contribute to improved efficiency, increased capacity and greater cost effectiveness in the delivery of housing and other community services. If implemented, it is hoped that the recommendations of the review may extend these benefits more widely.

There are a small number of recommendations that have direct resource implications for the Council, most notably the need to map social housing through Geographical Information Systems (rec 4c and 5b). The panel felt that it was important to retain this recommendation given that:

- it was central to improving partnership work and stock rationalisation opportunities in the local housing sector
- there are broader benefits to the mapping social housing, that is, it can be used to guide and inform developments in other policy arenas (e.g. ASB, benefits uptake)
- it may be possible to implement on a priority basis (i.e. those areas where there is known to be multiple providers) and therefore spread implementation costs a wider timeframe.

The implementation of recommendations is dependent on service priorities and officer resources within relevant housing services, particularly in the context of planned departmental restructures (Rethinking Haringey).

11. Use of Appendices

All appendices are included in the main body of the attached report.

12. Local Government (Access to Information) Act 1985

All references to published material used as evidence in this review is fully cited and detailed in the attached report.

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Haringey Council

Scrutiny Review of Registered Housing Providers in Haringey

www.haringey.gov.uk

A REVIEW BY THE OVERVIEW AND SCRUTINY COMMITTEE

February 2012

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Foreword

Registered Housing Providers (RHP) are a growing part of the social housing landscape. In Haringey alone, about 60 individual providers manage almost 12,000 homes. Whilst some of these providers manage many hundreds of or even thousands of homes, the majority manage fewer than 100.

Having such a large number of housing providers inevitably presents many *challenges.* How can the Council effectively engage with so many local providers? How can the Council help providers to work more efficiently together to better meet the needs of local people? This review has sought to help address some of these key questions.

The review has revealed many good examples of how housing providers work together to help improve services for local tenants. Furthermore, it has been apparent in this review that there is a considerable appetite for new and improved ways of working together, especially in such straitened times.

It is hoped that this report and the recommendations contained within it will help build on the good work that is already taking place in the housing sector in Haringey.

Finally, I would like to thank the representatives of local housing providers who came to the consultation events and provided invaluable feedback to the review and to all the panel members who have assisted in the review process.

Cllr Alexander (Chair of the Scrutiny Review Panel)

Other panel members: Cllr Adje, Cllr Beacham, Cllr Christophides, Cllr Schmitz and Cllr Watson

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1. Executive Summary

1.1 Registered Housing Providers (RHP) are independent not for profit organisations that provide a number of housing services to help meet local housing needs (e.g. social rented housing, supported housing and shared ownership). In addition, RHPs may also offer a range of extended services to support individual tenants and the communities in which they live (e.g. employment training, youth provision and estate services). In this context, RHPs are key local partners and local authorities should construct strong and effective partnerships with these organisations to support the effective delivery of local public services.

1.2 There are as many as 60 Registered Housing Providers (RHP) which own or manage social housing in Haringey. Whilst such a broad range of providers can help to meet the diversity of housing needs in the borough, the absolute number of housing providers presents a number of challenges to both the Council and to RHPs, particularly in respect of:

- effective communication, engagement and liaison strategies between housing providers
- differences in the way that local housing stock is managed
- variations in the nature and level of housing standards experienced by local tenants.

1.3 To enable the Council and RHPs respond to these challenges, Haringey Overview & Scrutiny Committee commissioned an in depth review. This review assessed the effectiveness of the local infrastructure to support engagement and partnerships between the Council and RHPs. In addition, the panel also explored ways in which the Council could support partnerships among and between RHPs and to help them identify shared solutions to common challenges and to enable them to work together more effectively in the provision of housing and other community services.

The review process

1.4 The overarching aim of this review was:

> *'To ascertain how the Council may support improved cooperation and partnership work among local RHPs to help develop shared solutions to common problems.'*

1.5 Within the overall aim of the review, the scrutiny panel sought to focus on a number of areas and to address a three key questions:

- how effective is the relationship between the Council and RHPs?
- how can the Council support greater partnership work among local RHPs?
- how can the Council support those RHPs considering the rationalisation of housing stock?

1.6 A wide range of local stakeholders were included within the review process including council officers: Strategic & Community Housing Service, Housing Enablement Team and Homes for Haringey. National organisations also gave evidence to the panel including the Tenants Service Authority (the social

housing regulator) and the National Housing Federation (the national association for social housing providers). Other local authorities were also consulted and gave evidence to the panel to help benchmark service provision and identify good practice.

1.7 Most importantly, RHPs that own or manage housing stock in Haringey were involved throughout the review process. RHPs were consulted at the commencement of the review to ensure that aims and objectives were correctly focused. In addition, a dedicated consultation session was held at which local RHPs (n=12), met to with the panel and officers to discuss engagement, partnership and stock rationalisation issues. Furthermore, an on-line survey was created to facilitate broader representation among local RHPs within this review.

1.8 Data drawn from local stakeholders has been analysed and has been presented within four key themes:

- engagement between the Council and RHPs
- service standards and regulation of social housing
- partnership working
- stock rationalisation.

Engagement (sections 6.1- 6.21)

1.9 The Council has a duty to engage local housing partners and develop strong working relationships to help deliver on local priorities. Working in partnership can help to increase the capacity, coordination and effectiveness of local services. The panel noted that RHPs are important contributors to local housing and community partnerships because:

- as the main providers of social housing, they are key players in meeting the housing needs of the local community
- in addition to housing services, they make considerable investments in neighbourhood and other community services investors (e.g. worklessness, environmental projects)
- as a front line service, they have important knowledge about the needs of local people
- RHPs are involved in supporting some of the most vulnerable people in the community.

1.10 The panel noted that there is a developed engagement infrastructure in Haringey which supports dialogue between the Council and local RHPs. From consultation with other local authorities, the panel noted that this infrastructure is not dissimilar to that provided elsewhere in London. The main components of this engagement infrastructure were identified as:

- RHP representation on local strategic partnership boards
- the operation of liaison forums (e.g. development forum, lettings forum)
- an annual conference for RHPs
- a 'Partnership Agreement' between the Council and RHPs.

1.11 RHPs that were consulted on the effectiveness of the local engagement infrastructure considered that generally, this provided a sound platform for communication and engagement between the Council and RHPs. The review

noted that there were high levels of awareness and attendance at local liaison forums, though there were a number of suggested improvements which could help make these more effective. These were identified as:

- reassessment of the terms of reference of liaison forums to minimise overlap
- creation of an annual meeting calendar across liaison forums to better able RHPs to plan attendance and that papers are systematically distributed to local RHPs
- ensuring that liaison forums are more outcome focused and deliver more practical benefits to local tenants.

1.12 A Partnership Agreement is also in operation between the Council and local RHPs to help bring engagement and closer working relationships between local agencies. The review noted that approximately one half of all local RHPs are a signatory to this agreement, and from the perspective of RHPs this had helped to increase awareness of local priorities and improved local engagement. There was a perception however that the agreement should be more widespread among RHPs and should become a more proactive tool in which to link RHPs to local priorities and services.

Standards of social housing and regulation (sections 7.1-7-30)

1.13 With a large number of RHPs owning or managing housing stock in the borough, it is inevitable that differences may emerge in the way that housing services are managed and the variations may result in the nature and level of services provided to social housing tenants. Some of the common issues to emerge included:

- different approaches to estate management issues (e.g. grounds maintenance, caretaking, car parking)
- responsibility for communal areas, particularity in respect of cleaning and rubbish collection
- inconsistent approaches to property maintenance (e.g. response times and quality of services)
- inconsistent and disjointed approaches to dealing with anti-social behaviour.

1.14 The panel noted that pursuance of a local 'common housing standards' agenda had largely been superseded by the creation of the national service standards for social housing (by the Tenant Service Authority) and the establishment of the process of 'local offers' (agreed priorities between tenants and their landlords). Furthermore, the panel noted that locally agreed service standards for tenants would be impractical to develop given that many RHPs manage housing stock across a number of local authorities.

1.15 In its evidence to the panel, the Tenant Services Authority (TSA) noted important changes to the regulatory framework for social housing to be introduced through the forthcoming Localism Bill. The panel noted that the emphasis of this Bill was to move towards a more localised system of housing regulation, its main provisions in this respect being:

- an emphasis on economic regulation through the Homes & Communities Agency (HCA)

- current regulatory role of the TSA transferred to the HCA and reduced to a backstop function (i.e. only dealing with cases of serious failure)
- greater emphasis on scrutiny and performance monitoring of housing providers at the local level (e.g. local authority, local Councillors).

1.16 As a consequence of the above, there is an expectation that local officials will play a more active and developed role in social housing regulation, particularly those relating to the resolution of tenant issues. To support this role, the panel have made a number of recommendations to support more proactive engagement and partnering role between RHPs and local officials. These include:

- updating and distributing RHP contact details to local councillors (e.g. the details of RHPs owning or managing housing each Ward)
- RHPs to inform local councillors when estate/ street walkabouts to take place
- where multiple housing providers are in operation in a local areas, estate or street walkabouts are synchronised
- Ward councillors to periodically hold surgeries on multi-landlord estates.

Partnership Working (sections 8.1-8.48)

1.17 The panel noted that number of RHPs working in the borough presented both challenges *and* opportunities to the local housing sector. The panel noted that the variety of RHPs that work in the borough offer an extensive pool of knowledge, skills and expertise in housing and other community issues and that there was a strong commitment within the sector to support local housing priorities. It was recorded that such diversity, skills and commitment offered a potentially rich seam of partnership opportunities in Haringey.

1.18 The panel noted that there were already good examples of local partnerships in the borough (joint procurement, pooled investment, shared services) which had helped to deliver tangible benefits to local stakeholders (RHPs and their tenants). It was noted that existing local partnerships had helped to deliver:

- increased capacity for services provision
- improved coordination of services
- more effective and efficient use of resources.

1.19 From the consultation processes undertaken within this review, it was apparent to the panel that RHPs face a number of challenges in partnership working and in developing other joint enterprises with housing providers. From this evidence, the panel noted that the main barriers to more effective partnership working included:

- identifying potential local partners (which providers own/manage properties and where)
- facilitating dialogue between providers
- lack of knowledge of local services and community organisations which may contribute to partnerships
- leadership and commitment from major RHPs and the Council
- the specific challenges that some providers face (such as smaller providers or those that manage street properties).

1.20 The panel noted that there was already evidence of commendable practice, which could guide and inform partnership work across the borough. The panel noted how Homes for Haringey and other RHPs had initiated the *Campsbourne Pilot Project*; an innovative partnership to respond to housing and other community issues on this estate in Hornsey. The panel noted that the achievements of this project derived from the practical and proactive approach taken by partners that focused on using the skills available to deliver practical benefits to local residents. The panel felt that this approach could provide a template to support the development of other housing partnerships across the borough.

1.21 From the Campsbourne Pilot Project and other successful partnerships across the borough, the panel noted that there were a number of critical elements to successful partnership working which should be recognised in efforts to promote and develop such work further. These included:

- establishing 'quick wins' for partners to help build trust and confidence
- collaborative tenant consultation provided a sound 'evidence base' and platform for joint working plans and relationships
- ensuring that partnership was a link-up of front line officers as well as managers
- ensuring that creative and committed officers were supported in respective organizations.

1.22 From its examination of local partnership working in the housing sector the panel noted that the local engagement framework supported such processes, but there were additional developments which the Council could enact to further support this work. The panel recommended:

- that social housing stock is mapped through Geographical Information Systems (GIS) to enable RHPs to identify potential partners and collaborative opportunities
- that a mechanism is devised which enables local RHPs to describe current and planned work programmes, to share good practice and identify partnering opportunities
- ensuring that the work of other local services and community groups is linked to housing partnerships
- ensure the partnering role of the Enabling Team is maintained within any restructuring of Strategic and Community Housing service.

1.23 Given the diversity of areas in which RHPs were already working together in partnership and the benefits that have been obtained, the panel concluded that there was significant and wide ranging potential to meet local housing and community needs through further supporting effective partnership working among RHPs.

Stock rationalisation (section 9.1-9.52)

1.24 Despite many mergers that have already taken place within this sector, the panel noted there were a number of housing providers whose housing stock was dispersed over wide areas and in many local authorities. In some instances, RHPs managed stock in over 100 local authority areas and held on average, less than 1% of their stock in each local authority area.

1.25 The panel noted that managing a small number of properties in a local area (stock dispersal) was not necessarily problematic as long as this was underpinned by high levels of client satisfaction, a demonstrable commitment to the locality and evidence of sound local partnerships to support local housing needs. Detached models of housing management however, have raised a number of challenges for the housing sector which included:

- inconsistent cooperation among RHPs
- increased unit costs to RHPs
- limited accessibility and accountability of RHPs to the local authority and their tenants
- difficulties in securing commitment to service improvement
- difficulties in engaging quickly and effectively to resolve local issues of concern.

1.26 In Haringey, the panel noted that of the approximate 11,000 homes managed by RHPs, just nine managed 200 or more properties locally. The majority of RHPs working in the borough (65%) managed fewer than 100 properties.

1.27 The panel noted that whilst stock rationalisation was not the answer to all problems in the social housing sector, on the evidence presented in the review, it was felt that in some instances this process could make a valuable contribution to the improvement of housing and other community services. In particular, the panel noted that more localised management of housing services could help to:

- improve local partnerships – with the local authority, other RHPs and other community organisations
- improve community engagement - through greater understanding of community and tenant issues
- improve cost effectiveness of services – through improved economies of scale and local partnerships.

1.28 From the consultation with RHPs, it was noted that some RHPs were active in the rationalisation of dispersed stock and a number had already had defined asset management strategies in place which underpinned this. But it was evident to the panel that stock rationalisation was not a straightforward process, and that RHPs faced a number of challenges in this process which included:

- the identification of possible partners with whom to swap or transfer stock
- difficulties in finding interest in the acquisition/ management of old housing stock
- complex legal and financial processes in property sales or exchanges (agreeing values, charges on properties)
- the levying of VAT on local management arrangements was a disincentive to the formation of such agreements
- requirement to consult and tenants and obtain their agreement.

1.29 To support RHPs that may be considering stock rationalisation, the panel made a number of suggestions in which the Council could support this. Most importantly, on the evidence of RHPs and other local authorities, it was

apparent that the development of a local stock rationalisation policy would help to identify how stock rationalisation can contribute to local priorities and help to identify roles and expectations of RHPs in this process. Other supporting developments that could be made by the Council included:

- GIS mapping of social housing stock to help RHPs identify partners with whom to swap, sell or purchase housing stock
- the adoption of a brokerage role by the Council, helping to link up RHPs that are interested in stock rationalisation
- support the adoption of a similar brokerage role at the sub-regional level.

1.30 Perhaps the most positive contribution that could be made to stock rationalisation by the Council however, was to lead by example. As an owner and manager of social housing stock (through Homes for Haringey) some of which is dispersed in other local authority areas, the panel noted that it may be beneficial to conduct an assessment of *all* its housing stock to identify units which may be beneficial to rationalise ownership (i.e. in other borough) or management (i.e. where it has a minority interest on a multi-landlord estate).

2. Recommendations

Recommendation 1

To develop and improve engagement between the Council and local Registered Housing Providers it is recommended that:

a) the terms of reference of existing liaison forums (development and lettings) are reassessed to:
- assess the need and viability of a dedicated management forum
- ensure that duplication is across forums is minimised
- that objectives and agendas are more outcome focused

b) that an annual calendar of meetings is developed and published in advance of all liaison forums

c) that associated papers/reports for liaison forums are systematically distributed to local RHPs

d) that the agenda for the Integrated Housing Board is distributed to all RHPs in Haringey

e) that the Partnership Agreement between the Council and RHPs is extended further among local RHPs and becomes a more proactive tool through which to link the priorities and services of both RHPs and the Council.

Recommendation 2

To support further liaison and partnership and to assist local officials in local scrutiny and performance management of RHPs:

a) that contact details of RHPs are updated and periodically distributed to all Councillors (with a named liaison contact)

b) that Councillors are notified of those RHPs that manage or own properties in their respective wards

c) to facilitate Councillors casework enquires, further consideration be given to the development of a mechanism which allows Councillors to identify specific housing providers (Council as an intermediary)

d) that RHPs inform Councillors of estate/ street walkabouts that take place in their ward (with 2 weeks notice)

e) that RHPs synchronise walkabouts on multi-landlord estates/ streets

f) that Councillors consider holding ward surgeries within multi-landlord estates on a periodic basis

g) that training be provided for local Councillors on their future role for the regulation of housing regulation as detailed under the Localism Act.

Recommendation 3:

That options for re-commissioning of the STATUS survey should be explored, possibly in partnership with other neighbouring authorities, or within the North London Regional Sub group.

Recommendation 4

To further support and develop partnership work across the local housing sector it is recommended that:

a) the critical learning and successes of the Campsbourne Pilot Project be disseminated across the borough to guide and inform partnership work on multi-landlord estates and across the sector more broadly
b) that the role of the Enabling Team in facilitating partnership work among RHPs on multi-landlord estates should be retained and extended within Restructuring Haringey Programme (i.e. its move from the housing service to the Place Directorate)
c) that all social housing stock is mapped through Geographical Information Systems[1] and that an accompanying dissemination strategy be devised which supports the communication of this information to social housing partners with a view to promoting local partnerships (and other local priorities)
d) that further engagement is developed between RHPs and broader Council services (e.g. environmental health, ASB, domestic violence) to help extend knowledge of local services and collaborative opportunities (possible develop a directory for physical resources, such as meeting places, which may also be available to RHPs)
e) that given their extensive local knowledge and experience, Homes for Haringey be encouraged to continue to play a lead role in developing and supporting local partnership opportunities
f) a mechanism is devised that helps to capture, collate and share information from the work of local housing providers that identifies and supports partnership opportunities, share good practice and identify other collaborative ventures across the borough.

Recommendation 5

That the Council should adopt a lead role in the rationalisation of social housing stock and support those RHPs considering the rationalisation of local housing stock through:

a) the development of a local stock rationalisation policy:
- which sets how the aims and objectives of that policy will help to support local priorities
- details the roles and expectations of local housing providers
- which is supported by published local guidance for RHPs

b) ensuring that all social housing in the borough is mapped through GIS to facilitate contact and dialogue between RHPs
c) the adoption of a brokerage role to facilitate contact and dialogue between RHPs with a mutual interest in stock rationalisation, and, that such a role be actively pursued in where local conditions would support more coordinated housing provision (i.e. multi-landlord estates)
d) ascertaining if a regional brokerage role could be adopted through the North London Strategic Alliance (other sub-regional body) to support stock rationalisation processes among RHPs

[1] If there are insufficient resources to do this on a borough wide basis, then a more selective approach may be adopted that prioritises those areas where there are known to be multiple housing providers.

e) provide a stock rationalisation lead and example by conducting an assessment of all its housing stock (in and out of borough) to identify those properties that may be beneficial to rationalise ownership or management

f) encouraging all RHPs to review the management of local housing stock and subsequent commitment to the borough, and where this falls short, to encourage partnership or stock rationalisation opportunities with other local providers

g) acknowledging the particular challenges that smaller RHPs may face in with stock rationalisation (and partnership working) and to develop mechanisms to support their local engagement

h) ensuring housing disposals through stock rationalisation do not lead to a reduction in the overall social housing estate and where possible ensuring to address the east /west imbalance in social housing in the borough

i) considering whether the planned annual conference for RHPs could be dedicated to consider local partnerships and stock rationalisation opportunities.

3. Introduction

3.1 Registered Housing Providers (RHPs) are valued partners in the delivery of social housing and other community support services to local authority residents. It is therefore important that local authorities and RHPs work closely together to ensure that services are coordinated, responsive and delivered as efficiently as possible to local tenants. However, with as many as 60 RHPs managing housing units in Haringey, this presents a number of challenges to both the council and RHPs (e.g. effective engagement strategies, different service standards experienced by local tenants, how providers manage dispersed stock and stock rationalisation).

3.2 To enable the Council and RHPs respond to these challenges, the Overview & Scrutiny Committee commissioned an in depth review. This review, which was undertaken by panel of local councillors, assessed the effectiveness of the local infrastructure to support engagement and partnerships between the Council and RHPs. In addition, the panel also explored the ways in which the Council could support local partnerships among and between RHPs to help them identify shared solutions to common challenges and to enable them to work together more effectively in the provision of housing and other community services.

3.3 Within this review process, the panel heard evidence from a wide range of informants, including Council Officers, Homes for Haringey (the Arms Length management Organisation of the Council), the Tenants Service Authority (the social housing regulator), the National Housing Federation (housing association representative body), other local authorities and of course RHPs themselves. It is hoped that the conclusions and recommendations reached within this report, will guide and inform the policy and practice of the Council in working with RHPs in the future.

4. Background

National Policy Context - to 2010

4.1 The Hills Report, *Ends and Means* (2007)[2] and the Cave Review, *Every Tenant Matters* (2007)[3] and provided a national policy framework for social housing up to May 2010. The Hills report which looked at the future role of social housing confirmed that:

- because of high demand and limited supply, tenants of social housing were most likely to be among the most vulnerable in society
- tenants of social housing should be given more choice about their homes and be able to become more involved in how they are run
- security of tenure was important, tenants, though additional flexibility may be needed (i.e. to help tenants move and apply for jobs)
- social housing remained the best option for delivering mixed communities.

[2] Ends and Means: the future roles of social housing, J Hills, DCLG / ESRC (2007):
[3] *Every Tenant Matters*; a review of social housing regulation M Cave, DCLG (2007)

4.2 Most importantly, in the context of this review, a central recommendation of the Hills report was that local authorities and RHPs should work more cooperatively together to develop and improve local housing provision. This cooperation should extend beyond the provision of housing services to include other neighbourhood and community services (e.g. employment opportunities, care services and ASB).

4.3 The Cave Review focused on the regulation of social housing. The key recommendations of this report included:

- the development of a single regulator for all social housing (i.e. the establishment of the Tenant Services Authority)
- the establishment of the Homes and Communities Agency to deal with housing investment and development issues
- that providers undertake more work to engage and empower tenants.

National policy context – post 2010

4.4 The accession of the coalition government in May 2010 brought fundamental changes to national policy and has heavily influenced all areas of public policy. The requirement to reduce the national deficit has led to reduced funding for most areas of public policy, including housing. Budget reductions have impacted on all aspects of housing policy including:

- reduced scope for funding new affordable housing through the Homes and Communities Agency
- reduced funding for housing capital investments (i.e. Decent Homes Programme)
- reductions to housing benefit and other associated entitlements for tenants.

4.5 In addition to budgetary constraint, new housing policies have been put forward. In November 2010, the Department of Communities and Local Government (DCLG) published a consultation paper on the future of social housing: *Local Decisions: a fairer future for social housing.*[4] The stated aims of proposals within the consultation were to:

- make the system fairer, striking a proper balance between the needs of new and existing tenants
- ensure that the support which social housing provides is focused on those who need it most for as long as they need it
- give local authorities and RHPs new powers to best meets the needs of individual households and their local area.

4.6 A number of key proposals were outlined within this consultation which, if enacted, would influence the way social housing is provided by the local authority and RHPs. A summary of the main proposals (to be introduced in the *Localism Act 2012l*) include:

- the introduction of **flexible tenancies** (for new tenancies and new stock) where social housing providers will be able to grant tenancies of varying length (minimum 2 years) to reflect local housing need.

[4] *Local Decisions: a fairer future for social housing, DCLG, (2010)*

- the introduction of **affordable rent tenancies** (for new tenancies and new stock) where social housing providers can charge above social rent and up to 80% of 'local market rent' for affordable housing. Tenancies still to be allocated within local allocations procedures and rental income to be used to develop new affordable homes
- new procedures to **devolve social housing finance** where councils will keep rental income from lettings (Housing Revenue Account)
- the development of a **new tenancy standard** to improve local challenge and scrutiny of local housing providers through the creation of tenant panels
- the establishment of a **new regulatory framework** where the Tenants Services Authority is abolished and greater expectation that tenancy complaints will be resolved at the local level through a designated person (e.g. Councillor or MP).

4.7 The combination of reduced central funding and new policy proposals will undoubtedly impact on the social housing landscape and the policies and practices of both statutory (local authority) and independent (RHPs) housing providers. But perhaps most importantly, as in other times of fiscal constraint, there will be considerable pressures on all social housing providers to:

- provide value for money for the services they deliver
- seek new ways of working to improve efficiency and cost effectiveness (e.g. shared services)
- prioritise services to those most in need
- concentrate on services which are core to their business.

Social Housing in the UK

4.8 In the UK, the social rented sector has traditionally been characterised as that of municipally built, owned, and managed housing stock. In recent decades however, a more pluralistic model has evolved, in which now include Registered Housing Providers (RHPs), Arms Length Management Organisations (ALMO) as well as services that continue to be directly provided by a local authority.

4.9 RHPs, are now the largest provider of social housing and account for nearly half (48%) of all lettings in this sector. ALMOs, which manage housing stock on behalf of a local authority, are also significant providers where nationally, they manage approximately 20% of social housing stock. Local authorities however themselves remain a significant provider of social housing in their own right and continue to own and manage 32% of housing in the social rented sector.

What are Registered Housing Providers?

4.10 RHPs, (previously known as registered social landlords or housing associations) are not-for-profit organisations, which own, let or manage social rented housing. As a not-for-profit organisation, revenue acquired through rent is generally reinvested to help maintain existing homes or build new ones. In

2009/10, RHPs built over 45,000 new homes, making them the most important supplier of new affordable housing.[5]

4.11 RHPs are independent publicly funded organisations, whose activities are directed by a board of stakeholders. Each RHP has its own constitution which may delineate or distinguish the services that each provides. For example, whilst some RHPs may focus on the provision of general needs housing, others may focus activities on more specialist housing services such as supported accommodation for elderly or disabled people, or for particular community groups (i.e. black and other minority ethnic groups).

4.12 RHPs own or manage approximately 2.5 million homes, the majority of which is for general needs. The nature and volume of housing provided by RHPs is summarised below:

Housing Type	*'000*
General needs	1,826
Supported housing	102
Housing for older people	316
Leasehold properties / shared ownership	140
Other	53

4.13 There is considerable variation in the size of RHPs and the scale of their operations, thus whilst a small number may manage or own in excess of 45,000 homes, many more have considerably smaller business involving 1,000 homes or fewer. Although there have been many consolidations and mergers in recent years, recent figures (2010) suggest the sector is predominated by a large number of smaller providers where of the approximate 1,500 RHPs:

- 379 manage or own more than 1,000 homes
- 63 manage over 10,000 homes.[6]

4.14 In addition to housing services, RHPs also make significant contributions to neighbourhood and other community services. Such investments are varied and diverse and are used to support a wide range of community initiatives such as tackling anti-social behaviour (ASB), supporting employment and training projects or environmental improvements. Total community investment is estimated to be £440m.

Local Policy Context

4.15 The Haringey Housing Strategy was developed by the Integrated Housing Board (IHB) as an over-arching policy document to set out the boroughs approach to housing over a ten year period (2009-2019). This multi-agency strategy aims to create neighbourhoods in which people want to live with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations. Its key aims are:

- to meet housing need through mixed communities which provide opportunities for residents

[5] What is a housing association? National Housing Federation 2010
[6] 2010 Global accounts of housing providers, Tenant Services Authority (2011)

- to ensure housing in the borough is well managed, of high quality, and sustainable
- to provide people with the housing support and advice that they need
- to make all homes in the borough a part of neighbourhoods of choice.

4.16 In order to achieve these aims the housing strategy outlines an approach based on the following principles:

- partnership between organisations, agencies and residents in the borough
- strong relationships with government and national agencies (such as the Homes and Communities Agency and Tenant Services Authority) that will get the best deal for residents in Haringey
- engagement with residents and communities so that decisions and service improvements are shaped by what they want.

4.17 As is the case in other London boroughs, demand for housing in Haringey is high, which is reflected in rising house prices and a strong demand for affordable homes. Local demand for housing is expected to increase further as the population of the borough is anticipated to increase by as much as 10% over the next 20 years.

4.18 Further evidence of high local housing need is exemplified through:

- a growing housing register; with 20,000 households on the register and where more are joining each year than are being found homes[7]
- approximately 3,400 households live in temporary accommodation
- high levels (21%) of unsuitable housing (mostly overcrowding) in the private rented sector.

4.19 Residents surveys and other local consultations underscore the importance of the availability of social housing to local people. Data from the place survey (2008/9) found that the availability of affordable decent housing was among the six most important issues of concerns for local people and was similarly ranked among those issues which needed most improvement locally.

Social Housing in Haringey

4.20 Of the 98,000 dwellings in Haringey, a majority (72%) are privately owned, the remainder being owned by the council (through the ALMO) (17%) or by a RHP (11%) (Figure 1). Compared to regional and national figures, stock ownership is different in Haringey: Council owned stock (17%) is more than twice that recorded nationally (8%), conversely, the proportion of housing stock which is privately owned in Haringey (72%) is less than the national average (82%) (Figure 1).

4.21 Owner occupation (49%) is the largest group by tenure in Haringey, followed by social rented (29%) and private rented (22%). When compared to the national picture, housing tenure in Haringey is characterised by lower rates of owner occupation and higher rates of renting within both the social and private sector (Figure 2).

[7] Figures relate to 2010, also noting that the Council has a new Housing Allocations Policy.

4.22 Of the 28,000 households in the social rented sector in Haringey, 16,000 are managed by Homes for Haringey (being the ALMO of the Council) and 12,000 owned and managed by RHPs. Analysis of the social rented sector in Haringey from 1997-2009 suggests two distinct trends: a decline in council owned stock (-17%) and greater provision through RHPs (+30%) (Figure 3).

4.23 Social rented housing is not uniformly distributed across Haringey, with wide variations recorded when comparing east and west of the borough and across individual wards. In a number of wards (e.g. White Hart Lane) social housing accounts for over ½ of all tenures, yet in others (e.g. Muswell Hill) just over 10% of tenures are social rented (Figure 4).

RHPs in Haringey

4.24 RHPs manage a range of properties in Haringey. Whilst the majority of these properties are for general needs purposes, other more specialist lettings are also included such as hostels, almshouses, cooperatives, supported housing, sheltered housing and support for specific needs groups (e.g. Key workers, BME groups and older people).

4.25 The number of RHPs in Haringey is difficult to accurately state given the size of some of these organisations. Data from Housing Net (the directory of social housing), which includes more specialist social housing providers as well as general needs indicates that there are 62 different housing providers in Haringey. Data from the TSA (which restricts data to those RHPS managing general needs dwellings) estimates that there are 41 housing providers in Haringey.

4.26 The national pattern of stock ownership or management by RHPs (see 4.6) is mirrored in Haringey, where a small number of large stock holders are accompanied by larger numbers who have a much smaller stock holding in the borough. Analysis of the level of stock held by local RHPs (using TSA and local data) demonstrated that of RHPs with stock in Haringey:

- 28 out of 43 (65%) managed 100 homes or less (Figure 5a)
- 10 out of 43 (23%) managed between 101 and 500 homes (Figure 5b)
- 5 out of 43 (12%) managed more than 500 homes. (Figure 5c).

4.27 Using this same data, it is noted that the five largest RHPs in the borough (listed below) together manage between 60-65% of housing in this sector (excluding Homes for Haringey). The full distribution of stock holding among RHPs in this sector in Haringey is contained in Figure 6.

- London & Quadrant 2,421
- Metropolitan 2,345
- Circle 33 1,840
- Sanctuary 849
- Family Mosaic 819

4.28 As with Council owned stock, housing owned or managed by RHPs is not evenly distributed across the borough with wide variations recorded across different wards. Thus, while there were 2,442 homes owned or managed by

RHPs in Bounds Green ward, in Muswell Hill the comparative figure was just 100 homes (Figure 7).

4.29 The complex distribution RHPs housing provision is further illustrated in Figure 8, which depicts individual stockholding in each local authority ward in the borough. This demonstrates that up to 20 different RHPs may own or mange social housing in individual local authority wards. Furthermore, even in those wards with fewer than 500 social housing units, these may be owned or managed by as many as 16 individual RHPs. Thus for example:

- in Northumberland Park ward 524 housing association units are provided through 16 providers
- in Highgate ward 166 housing association units are provided through 11 different providers.

Challenges and Opportunities of the RHP landscape

4.30 The supply of social housing through a large number of RHPs has both advantages and disadvantages for the local social rented sector. It is apparent that such a large number of housing providers presents a number of challenges for the way that housing and other community services are coordinated, managed and delivered locally; in particular:

- communication and engagement between the Council and RHPs and among RHPs themselves
- differences in the way that local housing is managed
- variations in the nature and level of housing standards experienced by local tenants
- efficiency and effectiveness of local housing service provision.

4.31 The large number of RHPs can also bring diversity and choice to the social rented sector. Such diversity of provision can help Council to respond to local housing needs that are both varied and complex. Other opportunities presented through the diversity of local provision include:

- broad variety of knowledge, skills and expertise available to solve local housing issues
- potential to increase the pool of resources available to tackle housing issues.

4.32 The review will aim to assess how these challenges are addressed, and explore how best to such opportunities can be incorporated in to local housing provision.

5. Methods

Aim and objectives of the review

5.1 The panel agreed that the overarching aim of the review was:

> *'To ascertain how the Council may support improved cooperation and partnership work among local registered housing providers to help develop shared solutions to common problems.'*

5.2 Within this overarching aim, the review of RHPs encompassed a number of key themes and component objectives which are summarised below.

The relationship between the Council and RHPs:

- to assess the effectiveness of communication and support structures between the Council and registered housing providers and identify ways in which these can be improved
- to assess the effectiveness of the Partnership Agreement and other initiatives to support engagement between the Council and RHPs
- to compare services provided in Haringey against other local authority provision
- to assess local and national interventions to promote common management standards among RHPs
- to assess what role the council should have in performance monitoring and facilitating locally scrutiny of registered housing providers.

The potential for improved partnership working among RHPs:

- to identify obstacles to partnership working in this sector and how these can be overcome locally
- to identify what role the council can play in facilitating partnership work in this sector
- to identify ways in which local providers may work cooperatively for more efficient service provision (sharing best practice, pooling skills, sharing facilities)
- to identify models of partnership working among registered housing providers and identify if these can be replicated more widely across the borough.

The potential for stock rationalisation among RHPs:

- to assess the benefits and challenges faced by RHPS in stock rationalisation processes
- to identify what role the council can play to support those RHPs considering stock rationalisation in Haringey.

<u>Review process</u>

5.3 A review panel of six non-executive Members was convened to conduct this scrutiny review. Panel members were Cllr Adje, Cllr Alexander (Chair), Cllr Beacham, Cllr Christophides, Cllr Schmitz and Cllr Watson.

5.4 The review used a range of methods to ensure that Members had access to the necessary data to assist them in meeting the objectives set out above. Data was collected predominantly through a series of panel meetings, at which a number of key informants attended to present evidence (both oral and documentary). In total, 5 panel meetings were held at which the following stakeholders attended:

- Cabinet Member for Housing
- Council Officers (Strategic & Community Housing Service)
- Homes for Haringey (Arms Length Management Organisation)
- Tenants Services Authority

- National Housing Federation
- Other London Boroughs
- Registered Housing Providers

5.5 Given the centrality of RHPs to this review, two distinct processes were used to elicit their views within the review process. Firstly, a dedicated panel meeting was held for local RHPs who were signatories to the Partnership Agreement (see 6.13). In addition, to extend participation in the review, an on-line survey was developed and distributed to a wider group of 47 local RHPs.[8] In total, representatives from 12 RHPs attended the panel meeting[9] and 18 responded to the on-line survey. Quantitative data from the survey has been analysed and reported in its entirety in Appendix B. Representatives from Homes for Haringey (the ALMO) was also included in both consultations.

5.6 A number of London boroughs were directly contacted as part of this review to help compare and assess local service provision. A telephone consultation was conducted among a sample of other north London boroughs assess what services they provide to RHPs and to identify good practice in respect of local engagement structures and Council approaches performance management, partnership working and stock rationalisation.

6.0 Engagement with Registered Housing Providers

Importance of local engagement with RHPs

6.1 The Council has a clear '**place shapin**g' responsibility to create strong, vibrant, and sustainable communities in which local people want to live. In doing so, the Council has a duty to engage and work in partnership with local agencies that may share these aims and who can contribute to plans that deliver them.

6.2 The Haringey **Housing Strategy** (2009-2019) sets out a number of objectives to improve the diversity, quality, affordability and supply of housing in the borough. To support the delivery of these housing objectives, the Council will need to engage and work with a number of key housing partners, most notably RHPs.

6.3 The relationship between the Council and RHPs is of course particularly important for **new development** and the management of existing social housing in the borough. RHPs are significant providers of social housing in Haringey; together they manage about 12,000 homes or 44% of all social housing in the borough. Furthermore, as in many other local authorities, RHPs continue to be responsible for almost all new affordable housing built in the borough. In this context, engagement with RHPs is critical to help meet the housing needs of local residents.

[8] The survey sent to RHPs from the Council's RPH database and TSA data for the borough.
[9] Metropolitan, Circle 33, Family Mosaic, Sanctuary, Apna Ghar, Hill Homes, Genesis, Peabody, Hornsey Housing Trust, London & Quadrant, Newlon and Innisfree.

6.4 RHPs are also a significant investor in **neighbourhood services**. RHPs fund a wide range of initiatives that provide direct support to their tenants (e.g. training and employment opportunities) or in the communities in which they live (e.g. environmental projects or ASB). Engagement between the Council and RHPs is therefore important to ensure that such community investment is coordinated and compliments provision elsewhere in the borough.

6.5 As providers of social housing, by definition, RHPs work with those residents who are amongst the most **vulnerable people** in society.[10] It is therefore important that the Council (both housing services and its wider family of services) engage and work with RHPs at both the strategic and operational level to ensure that services which are provided for those most in need are coordinated and appropriately targeted.

6.6 RHPs, as a front-line provider of housing and community services, may also have further knowledge on the needs of local residents or the communities in which they live. Engagement and cooperation between the Council and RHPs therefore can help to **share intelligence**, which may help to plan more responsive services. Similarly, aligned priorities, shared skills and pooled resources may increase the capacity of both the Council and RHPs to meet local housing and community needs.

6.7 In its evidence to the panel, the TSA noted that there was an expectation in the current regulatory framework that RHPs should be willing and active local partners as this is specified within the '**community and neighbourhood standard**' of national service standards (see 7.8). Aside from any regulatory requirement, however, in the context of public sector spending reductions, engagement makes economic sense to RHPs in that it may help to identify partnerships or joint enterprise opportunities that may help to reduce costs or deliver other efficiencies.

Engagement infrastructure in Haringey

6.8 Given the benefits which may be accrued, is important that there is local infrastructure to support engagement between the Council and RHPs, and indeed, and among RHPs themselves. The panel heard evidence from both the Cabinet Member for Housing and officers from the Strategic and Community Housing Service (SCHS) which outlined the nature of the engagement framework in Haringey. The components of this framework, most of which had been in place since 2009, are described below.

6.9 Engagement between the Council and RHPs is supported at both the strategic level and on a more operational basis through a number of formal structures. To ensure that the views of RHPs are represented at key partnership and policy making boards in the borough, the panel noted that one place at the **Standing Leadership Conference** and four places on the **Integrated Housing Board**[11] were reserved for local RHPs. At the strategic level, the

[10] Ends and Means: the future of social housing, J Hills, DCLG / ESRC (2007):

[11] Four places are for representatives of RHPs and one for the Homes for Haringey (ALMO)

panel also noted that local RHPs were also active contributors to the development of the Housing Strategy (2009-2019) and other related housing policies (i.e. Homelessness Strategy).

6.10 The panel noted that a number of liaison forums were supported by the SCHS to facilitate engagement and partnership on key local housing issues; the **Development Forum** (i.e. the supply of new affordable housing) and the **Lettings Forum** (i.e. nominations for social housing). The panel also noted that there were other opportunities for RHPs to engage on a more thematic basis, such as through the **ASB Forum** which is hosted by the Community Safety Team.

6.11 The panel noted evidence from the Cabinet Member for Housing which highlighted that the Integrated Housing Board had facilitated many useful discussions around local housing policy, many of which would have been of interest to a wider RHP audience. It was suggested therefore, that the agenda for the Integrated Housing Board could be distributed more widely to allow broader participation among local RHPs.

Recommendation 1d : That the agenda for the Integrated Housing Board is distributed to all local RHPs.

6.12 The panel noted that the SCHS also holds an annual **conference** for RHPs. This event aims to bring together RHPs working in Haringey to discuss local housing issues. The conference also provides a further opportunity for RHPs to influence local housing strategies and policies.

6.13 A **Partnership Agreement** was introduced for RHPs in early 2010. This is a framework for partnership working among local RHPs. Although this agreement is not binding, it is a statement of intent and signatories provide a commitment to support the council in the delivery of key strategies as well as detailing roles and expectations in key local housing issues (e.g. management and repairs, nominations and lettings, development). 23 local RHPs are a signatory to this agreement.

6.14 Day to day relationships with RHPs (and those commitments within the Partnership Agreement) is maintained through the **Housing Enabling Team** (part of the SCHS). Regular and ad-hoc meetings are held with RHPs to discuss local housing issues (e.g. development opportunities, estate management issues). The Enabling Team also provides a lead for Members' enquires that relate to estate management issues on RHP or mixed landlord estates.

<u>Views of RHPs on local engagement structures</u>

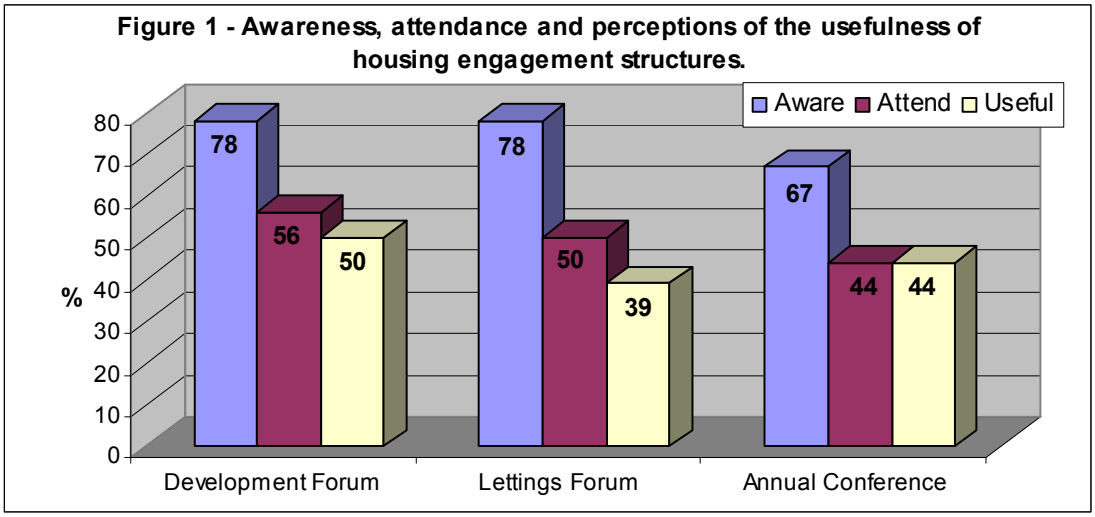
6.15 The views of RHPs themselves are of paramount importance in assessing the effectiveness of structures within the local engagement framework. The review used a number of processes to help capture this data; a focus group and an on-line survey. The following provides a summary of the evidence and conclusions drawn from this evidence, though the full report of the on-line survey is contained in Appendix B.

6.16 At the outset, it is important to highlight that RHPs face a number of challenges which influence their **capacity to engage** with other housing agencies at the local level. These are important as they appear influence subsequent assessments of local engagement structures. These are can be summarised as:

- dispersal of housing stock may require RHPs to engage with a number of authorities / localities (4 RHPs had stock in 51+ local authorities)
- staff reductions / staff turnover limits capacity and continuity for local engagement
- smaller RHPs may lack resources which may inhibit capacity for engagement
- larger RHPs need to ensure that appropriate officers are sent to meetings.

6.17 RHPs were broadly of the view that local engagement structures provided a **sound platform** for communication and engagement between the Council and RHPs. The evaluation found relatively high levels of awareness of local engagement structures; though actual attendance and perceived usefulness was proportionally lower (Figure 1).

Figure 1 - Awareness, attendance and perceptions of the usefulness of housing engagement structures.



6.18 A consistent theme within the responses was that engagement forums were most effective and useful where agenda items related directly to the business of RHPs or where the agenda of the forums focused on delivering **practical outcomes** for tenants. In this context, whilst existing engagement forums were felt to be useful, it was felt that their effectiveness could be improved through:

- a reassessment of the terms of reference to minimise overlap between forums
- making forums more outcome focused (delivering practical and tangible benefits to local tenants) as well as information sharing
- advanced publication of an annual calendar of meetings within the engagement framework to allow RHPs to plan attendance
- ensuring that relevant papers (e.g. agenda/reports/ minutes) of forums are systematically distributed to local RHPs.

Recommendation

1a : the terms of reference of existing liaison forums (development and lettings) are reassessed to 1) assess the need for a dedicated management forum 2) ensure that duplication is minimised and 3) objectives and agendas are more outcome focused

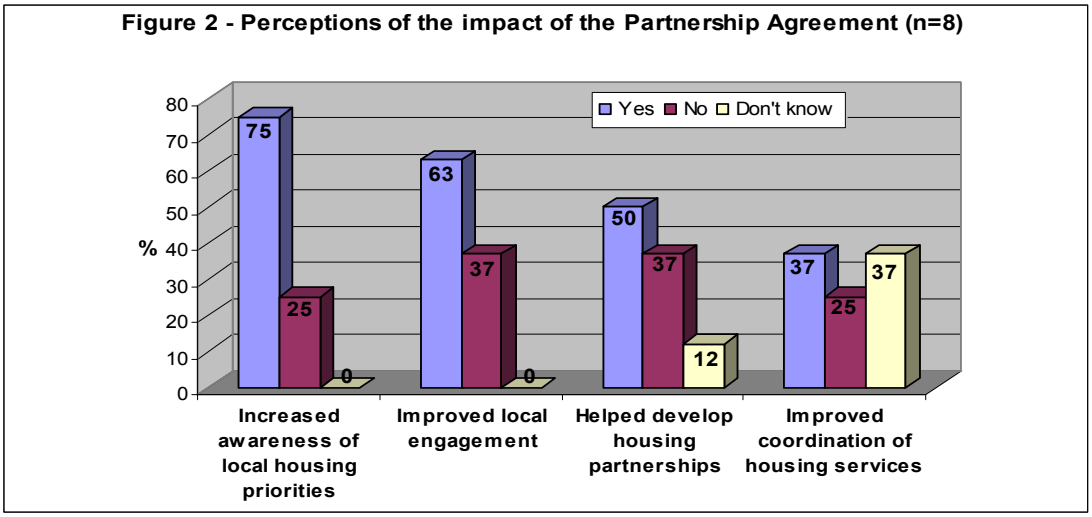
1b : that an annual calendar meetings is developed and published in advance of all liaison forum meetings

1c : that associated papers/reports for liaison forums are systematically distributed to local RHPs

6.19 Within the on-line survey, it was noted that dealing with ASB was a common concern among a number of RHPs. It was noted that the **ASB Forum** in Haringey had proved valuable, in that it had helped RHPs to engage with other agencies and to develop a common approach to this issue locally. It would appear however, that that this forum has operated irregularly, and would benefit from more consistent meetings.

6.20 RHPs views on the Partnership Agreement were tested through the on-line survey. From the 18 responses received, 8 indicated that they were a signatory to the Partnership Agreement and therefore able to provide informed evaluative feedback. Whilst it is clearly difficult to draw firm conclusions from such a small sample of respondents, it has provided an illustration of the benefits and challenges of the Partnership Agreement between RHPs and the Council. In terms of the benefits of the Partnership Agreement, analysis demonstrated it could help to increase awareness of local housing priorities, improve engagement and help to facilitate the development of local housing partnerships among RHPs (Figure 2).

Figure 2 - Perceptions of the impact of the Partnership Agreement (n=8)



6.21 Overall, there was little qualitative feedback from RHPs about the Partnership Agreement, which perhaps reflects the relative infancy of this initiative (it had only been in operation for about 12 months at the time of this assessment). What comments were received through consultation however, suggested that further benefits may be obtained if more local RHPs were to become signatories to the Partnership Agreement and if this was to become a more **'active'** local document.

Recommendation 1e: That the Partnership Agreement between the Council and RHPs is extended further among local RHPs and becomes a more proactive tool through which to link the priorities and services of both RHPs and the Council

Engagement structures in other local authorities

6.22 It was important to assess how other housing services in other local authorities engaged with RHPs to benchmark the engagement framework in Haringey. In this assessment the review panel assessed evidence from:

- a telephone survey with other London housing services in London (n=5)
- the experiences of local RHPs in other local authority areas
- specialist contributors (e.g. TSA and the NHF).

6.23 In attempting to benchmark local engagement, the panel were mindful of evidence from the National Housing Federation (NHF). This noted that there was no 'ideal' engagement framework and that each local authority should aim to develop a model which best reflected local housing conditions (housing needs and priorities) and was suited to meet those resources available to local stakeholders (number and size of RHPs).

6.24 From the evidence presented by RHPs, other local authorities and the NHF, it was apparent that the overall engagement framework in Haringey (i.e. an overarching policy group with a number of sub-liaison groups) is not dissimilar to that provided elsewhere. Of those 5 local authorities contacted, all appeared to have (in some form or other) both a development forum (supply of affordable housing) and a lettings forum (nominations and lettings for affordable housing). Additionally, local authorities operated a number of theme based forums on specific housing issues (e.g. ASB, homelessness, housing benefits).

6.25 An **annual conference** to discuss a topical housing issue of local importance, also figured prominently within the RHP engagement frameworks of other local authorities. Conferences were seen to offer real benefits by helping to bring local RHPs together and providing additional focus to help resolve local housing issues. These annual events also enabled RHPs to share information, exchange good practice and identify local partners.

6.26 Analysis of the evidence from both the NHF and from RHPs themselves would suggest that whilst a defined local engagement infrastructure is important, effective engagement occurs where this is underpinned by a defined purpose or practical outcomes. It was suggested to the panel therefore, that if a clear business case was presented to RHPs which offered practical benefits for their tenants, then effective engagement (and partnerships) would naturally follow. In this context, there was little evidence beyond those issues raised by RHPs themselves, to support the need for any substantive restructure of the engagement framework for RHPs in Haringey.

7.0 Service standards and regulation of social housing

Current issues

7.1 With such a large number of RHPs managing social housing in the borough it is inevitable that this may result in variations to the standard in which social housing is provided. This may include:

- differences in the way that social housing is managed (i.e. responsiveness of repairs services)
- differences in the level of services experienced (i.e. how frequently estates are cleaned)
- different approaches taken to resolving tenant issues (i.e. how ASB is dealt with).

7.2 Differences in the way that housing services are provided may result, not only from the number of housing providers in any one locality, but also from the resources available to individual RHPs and other housing providers. Of course, this does not relate just to financial resources, but also the skills or expertise available of staff within these organisations. Ultimately however, such differences can lead to variations in the way that social housing is managed and of course experienced by tenants.

7.3 The panel noted that there were a number issues arising from multiple housing providers and variations in service levels provided by RHPs. It was reported to the panel that multi-landlord estates had been the focus of a number of local problems. Different housing practices and procedures of RHPs working in such close proximity precipitated a number of issues:

- different approaches to estate management issues (e.g. grounds maintenance, caretaking, car parking)
- responsibility for communal areas, particularity in respect of cleaning and rubbish collection
- inconsistent approach to property maintenance (e.g. response times and quality of services)
- inconsistent approaches to anti-social behaviour.

7.4 In scoping this review however, panel members assessed that the need for inquiry in to common standards among RHPs had largely been superseded by developments at the national level, that is, the establishment of National Services Standards (see 7.8) and the requirement of RHPs to develop local offers for their tenants (see 7.9). It was expected that the development of national service standards would help to bring greater consistency to housing management among all social housing providers.

7.5 Furthermore, evidence from the NHF and RHPs themselves indicated that attempts to develop a rigid ‘common standards’ approach at the local authority level would be challenging given the dispersed nature of housing stock. In this context, it would be impractical for RHPs to develop and manage housing stock to individual standards established in each local authority area in which they held stock.

National Service Standards for social housing

7.6 The Tenant Services Authority (TSA) is the regulator for all social housing in England. The TSA is responsible for ensuring that social housing landlords provide decent homes and good housing services to their tenants. Its remit covers all social housing providers, including that directly provided by local authorities or appointed ALMOs as well as RHPs.

7.7 The overarching aim of the TSA is to raise the standards of service among social housing providers. The statutory objectives of the TSA are to ensure that:

- supply of well-managed social housing is adequate
- tenants have an appropriate degree of choice and protection
- tenants have the opportunity to be involved in its management
- landlords operate efficiently, effectively and economically
- landlords are financially viable and properly managed.

7.8 In April 2010, the TSA established a new regulatory framework for social housing. Here RHPs must demonstrate compliance with six service standards:

1. **tenant involvement** – developing customer choice and empowerment
2. **home** – improving the quality of accommodation, providing an effective repairs and maintenance service
3. **tenancy** – fair and efficient allocations, fair rents, secure and appropriate tenure
4. **neighbourhood and community** – neighborhood / communal areas kept clean and safe and work in partnership help promote social, environmental and economic well being in the community
5. **value for money -** manage resources in a cost effective way
6. **finance and viability –** ensure standards for governance and that providers are financially viable.

Local offers

7.9 The panel noted that 'local offers' also contribute to standard setting process for social housing providers. National standards, as set out above, are supplemented through local offers; these are service agreements reached between landlords and tenants on issues that matter most at the local level. Local offers can therefore include (for example) how local estates are managed, how repair services are run or how tenants are involved or consulted and help to reach localised agreements between landlords and tenants.

7.10 All social housing providers are required to consult local tenants in developing a local offer. In an area where there is more than one social housing provider, the panel noted evidence from the TSA, which indicated that it would be appropriate for RHPS to consult collaboratively and to develop a shared local offer. The panel noted that all local offers developed by RHPs became operational in April 2011.

The current regulatory framework

7.11 The panel noted that as independent bodies, regulation of RHPs rests predominantly with the TSA. Unlike the ALMO however, there are also no

formal lines of accountability between RHPs and the local authority area in which they may manage housing stock. The TSA gave evidence to the panel which outlined the approach that it took to the regulation of all social housing providers.

7.12 The panel noted that a **'co-regulatory'** approach was adopted by the TSA, which involved both the boards of social housing providers and the TSA themselves:

- the **boards** of social housing providers are expected to use a self assurance process to ensure that the organisation complies with required performance and financial standards
- the **TSA** makes a number of assessments which inform its regulatory judgment using data gained from inspections, audit of annual reports, analysis of complaints and validations from external partners.

7.13 Co-regulation has also developed a more **'localist'** approach which has brought greater prominence to the relationship between social housing providers and their tenants. This is exemplified through greater accountability in this relationship by the establishment of 'local offers' and **tenant scrutiny panels** (which help assess local performance).

7.14 The panel noted that the TSA sought to adopt a **risk-based** and proportionate regulatory approach and whilst it does have powers to intervene, it seeks to use these sparingly. The emphasis of the TSA was therefore on supporting self-improvement and closer working between social housing providers and their tenants. The TSA can take housing providers through a voluntary undertaking process, which requires them to commit to specific actions to ensure compliance to standards within the regulatory framework.

<u>Future changes to the regulatory framework</u>

7.15 In its evidence to the panel, the TSA highlighted a number of important changes for the future of social housing regulation. It was noted that the **Localism Bill** has proposed the abolition of the TSA with the regulatory functions being transferred to the Homes and Communities Agency (HCA). This will result in three important changes to the way social housing is regulated:

- an emphasis on economic regulation through the HCA
- backstop role for consumer regulation for HCA
- greater emphasis on scrutiny and performance at the local level

7.16 Modifications to the regulatory framework will place greater emphasis on **economic viability** and **governance** issues. The panel noted that sound governance and good financial management were of critical importance to RHPs, not just because of the current economic conditions, but also because such regulatory assessments were fundamental to their business operations. The panel heard that economic and governance assessments were used by lenders as a measure of confidence in RHPs which determine the level and rate at which monies are loaned for new development.

7.17 It is envisaged that what regulatory functions remain with the HCA in respect of consumer issues (e.g. tenancy, housing management, decent homes) will be reduced to a **backstop role**. Thus, although there will still be a role for a national regulator, it will operate on a more reactive basis which will mean that:

- routine inspections of housing providers will be discontinued
- the HCA will only intervene where cases where 'serious failings'[12] have been identified.

7.19 With more of a backstop role being adopted by the national regulator, this will transfer some of the regulatory burden away from central government to the local level. Thus, within the new regulatory framework, there will be greater emphasis on scrutiny and monitoring the performance of social housing providers at the local level, particularly in relation to resolving 'consumer issues' (i.e. tenancy issues). In this context, there will be and enhanced role for **local authorities** and **Councillors** and **MPs** in helping to resolve housing issues for tenants of social rented sector:

- Councillors to represent tenants where local complaints procedure has been exhausted
- assist economic regulation through scrutiny of business performance
- RHPs should cooperate with Councillors in resolving local complaints
- providing evidence to the Ombudsman to further cases of serious failure among RHPs.[13]

Recommendation 2g : That training be provided for local Councillors on their future role for the regulation of social housing as detailed under the Localism Act.

Supporting local involvement with housing providers

7.20 The panel explored the implications of greater local involvement in the regulatory process and to assess how such expectations could practically be supported.

7.21 The panel noted evidence from the NHF which indicated that RHPs should already be adept at working with local councillors and have the necessary systems in place to deal with their enquiries. The NHF were mindful however, that any further developments to support local scrutiny should be both balanced and proportionate. Thus, whilst local councillors can rightly expect to engage and challenge RHPs where their services fall below agreed standards, RHPs may less receptive to regulatory engagement which is prescriptive or unnecessarily burdensome (such as a common standards agenda).

7.22 The panel noted evidence from the SCHS that contact details of local RHPs had been distributed to local councillors to assist them in their ward casework.

[12] These are serious failings against national service standards or other regulatory requirements It is expected that this definition will be developed within the Localism Bill as it proceeds through parliament.

[13] Review of Social Housing Regulation DCLG, 2010

The panel noted that had been a very useful tool and that it would be helpful if this information were updated and redistributed to local councillors.

Recommendation 2a : That contact details for RHPs are updated and periodically distributed to local Councillors.

7.23 The panel noted additional information would be needed to assist councillors; in particular, details of which RHPs own or manage housing stock in their respective wards. The panel felt that this information would help councillors to establish contacts and to develop positive relationships with local RHPs. The panel indicated that this could represent a step forward for the early identification and resolution of local housing issues. The panel also noted that such information may also facilitate more coordinated and cooperative response to local housing issues where one or more RHPs may be involved.

Recommendation 2b : That Councillors are notified of those RHPs that own or manage properties within their respective wards.

7.24 As the ownership or management of individual RHP properties may not always directly be apparent to members, it is likely that some further mechanism is needed to support individual casework of local councillors. It was suggested that a local database of RHP properties could be maintained by the SCHS, which upon request, would provide some reference for local councillors that could help to support the resolution of local housing issues or enquiries.

Recommendation 2c : To facilitate Councillor casework, further consideration should be given to the development of a mechanism that would allow the identification of specific housing providers (Council as an intermediary)

7.25 From the consultation with RHPs, it was noted that RHPs regularly undertook estate walkabouts to identify emerging issues for tenants, such as fly tipping hotspots, graffiti and maintenance of communal areas). Both the panel and RHPs were of the view that estate walkabouts offered the opportunity to share local information and identify solutions to local housing and other community issues. In particular, the panel noted that:

- councillors could obtain further information about RHPs, their priorities and work plans for local areas
- RHPs may capitalise on the knowledge, skills and experience of local councillors in respect of tackling community issues, local resources available and potential collaborative partners.

7.26 Whilst acknowledging potential logistical problems, the panel suggested that where possible, all RHPs should synchronise walkabouts (on multi-landlord estates or streets where there are multiple providers) as this would help to develop a more collaborative approach to local housing issues. The panel noted that this was an expectation within the Partnership Agreement (see

6.13), and that RHPs should inform the council and local councillors when estate walkabouts would take place.

7.27 From the consultation undertaken with RHPs the panel noted that there was broad agreement for greater collaboration in estate walkabouts. A number of RHPs noted that estate walkabouts were already scheduled in advance and widely publicised on websites and other media, though admittedly this was mainly targeted towards social housing tenants.

Recommendation
2d : That RHPs inform Councillors of estate/ street walkabouts that take place in their ward.
2e : That RHPs synchronise walkabouts on multi-landlord estates/ streets.

7.28 In addition, it was also suggested that councillors may wish to consider holding local surgeries on multi-landlord estates where these occur within their wards. It was noted that this may also assist local councillors to identify housing and other related issues of common concern among local residents and help to develop coordinated approaches to resolve these.

Recommendation 2f: (Where these exist) that Councillors may consider holding ward surgeries on multi-landlord estates on a periodic basis.

Status Survey

7.29 The panel noted evidence from the cabinet Member for Housing concerning the abolition of the standardised tenant satisfaction survey (STATUS survey). This was an annual survey social housing tenants, which helped to provide a comparison of tenant satisfaction for key services among social housing providers. It was noted that this survey, which was carried out by an external organisation, provided an independent assessment of the performance of social housing providers.

7.30 The panel noted the importance of the STATUS generating independent assessments of the housing services. It was noted that this survey provided useful borough wide information about tenants' experiences social housing tenants and that options for its retention should be explored.

Recommendation 3: Options for re-commissioning of the STATUS survey should be explored, possibly in partnership with other neighbouring authorities, or within the North London Regional Sub group.

8.0 Partnership working

8.1 As has been previously documented, greater cooperation and collaboration among housing providers may contribute to improved housing and community services. Not only can such partnerships help to increase the capacity of local organisations to meet local needs, but effective engagement and collaborative

working can also ensure that services are more coordinated, efficient and delivered in the most cost effective way.

8.2 Given the potential contribution of housing partnerships to help meet local housing needs, the panel sought to make a number of assessments within the review which could further support and extend partnership working in this sector. In this context, the review looked at the following:

- the nature and extent of current partnerships within the sector
- challenges to effective partnership working
- benefits of partnership working
- critical elements for successful partnership working
- models of good practice
- the role of the council in supporting effective partnerships.

Partnership working within the local housing sector

8.3 From the analysis of evidence presented from local housing providers (both RHPs and Homes for Haringey), it was clear that there were numerous examples of successful local partnerships, many of which had delivered positive and tangible benefits to these social housing providers and their tenants. Whilst many housing providers were clearly not new to such partnerships, others evidently had less experience, and form this the panel concluded that there was further potential to extend local knowledge gained from this experience.

8.4 Through the on-line consultation and in evidence presented directly to the panel, social housing providers described a wide range of partnerships. It was evident that there were considerable variation in both the nature and scale of these partnerships and that in some instances, these extended beyond the housing sector to other statutory and community organisations (e.g. police, social care and youth support services).

8.5 Analysis of this same data demonstrated that the nature of partnerships was individual and in many cases, specific to the housing or community issue which brought housing providers together. It was possible however, to discern a number of characteristics or features which helped to define the nature of these partnerships:

- **Joined up approaches**: alignment of priorities for more coordinated service provision such as dealing with ASB in a local area with more than one housing provider
- **Joint procurement**: shared commissioning and or tendering processes for purchasing common services e.g.
- **Pooled resources**: joint investment for common priorities or common services, such as in community investments (e.g. neighbourhood resources)
- **Shared services**: joint commissioning and funding of a service spanning one or more organisations (e.g. customer contact centre, repairs services)

8.6 Whilst it was apparent that RHPs were engaging within partnership working, the extent to which such partnerships occurred in developed Haringey was less clear. Of the 18 respondents to the on line survey, just 8 RHPs were able

to provide practical examples of partnership projects actually taking place in Haringey. From this it could be concluded that there is considerable potential to further develop partnership working in the borough among housing providers.

Benefits of working in partnership

8.7 From the consultation with RHPs, it was evident that a number of practical benefits had been obtained from partnerships which had been developed with other housing providers. Analysis suggested that although there were wide ranging benefits for RHPs, these could be categorised in to three broad themes:

- increased capacity for service provision
- improved coordination of services
- more cost effective provision of services

8.8 As one might expect, the union of two or more housing providers helped to **increase the capacity** of RHPs to respond to local housing and community needs. It was noted however, that increased capacity was achieved through more than just pooling of financial resources, indeed, but also through bringing together the combined **skills** and **expertise** of officers in respective partner organisations.

8.9 It was also apparent that working in partnership had also allowed housing providers to share local knowledge and information which had helped to improve the coordination of services. Such an approach can help in the planning and delivery of services, and remove possible **duplication**, which was known to be an issue for community investments made by housing providers. Critically, cooperation between providers has helped to develop a more **comprehensive response** to housing and community issues, as is exemplified in the following experiences of two local RHPs:

> *"We have worked with RHPs, Councillors and the police to improve security and tackle ASB…. joint working ensured comprehensive approach to tackling problems and these have been resolved.' (RHP)*
>
> *'We have undertaken joint work to tackle ASB on estates and local neighbourhoods, sharing information and issuing ABCs[14] where youths are causing problems on estates away from the one they live on.'* (RHP)

8.10 In evidence to the panel, housing providers also noted that there were considerable **cost efficiencies** that could be achieved through greater cooperation and partnership working at the local level. Pooling resources and joint procurement had helped to deliver better **value for money** for services, as too had the development of shared services. In particular, RHPs noted that there were considerable cost savings which had been achieved in relation to management of local housing:

[14] Acceptable Behaviour Contract, a formal agreement in written between an individual and the RHP (or other statutory body).

'We have worked with [a large provider] on two estates to improve safety and security in response to resident requests…. When it comes to repairs & maintenance on the estate we can benefit from economies of scale in getting work done.'

8.11 In summary, the benefit of partnership working was in harnessing the pool of local resources (in whatever shape or form) and focusing these combined efforts in addressing local housing and community priorities of local residents.

The challenges for local partnership working

8.12 It was evident to the panel that local housing providers (both RHPs and Homes for Haringey) faced a number of challenges in seeking to develop local partnerships. Analysis of consultation data from RHPs (see Appendix B) and in evidence received from Homes for Haringey and NHF identified a number of key challenges which inhibited the development of local partnerships and other joint enterprises, these included:

- identifying potential partners
- facilitating dialogue between housing organisations
- availability of localised information
- street properties
- leadership and commitment
- smaller RHPs
- legal and technical issues

8.13 The panel had already noted that the number of providers working in the borough together with the dispersed nature of housing stock, made local engagement difficult. In terms of partnership working however, a more specific challenge was the **identification of potential partners**, that is, which housing providers owned (or managed) stock in the borough and exactly where this was located. Without this information housing providers could not identify potential partners, such as other housing providers on the same estate or the same street, with whom they may collaborate in the provision of housing or other community services.

8.14 Helping local social housing providers to identify potential partners is an important first step to support the development of local partnerships. A second consequential challenge which was identified by RHPs was the need to **facilitate dialogue** among social housing providers. Without local structures to support dialogue and communication, it was difficult for local RHPs to identify potential collaborative opportunities.

8.15 The panel also noted that the property portfolios of some RHPs lent themselves to potential partnership opportunities better than others. For RHPs that owned or managed properties in defined or discrete locations such as on multi-landlord estates, the case for local partnership was more straightforward than those RHPs who managed predominantly **street properties**. The panel felt that particular consideration should be given to such RHPs in the development of strategies which aim to support local partnership work.

8.16 Similarly, there was the perception that not all RHPs may have the same resources or local knowledge to enable them to take a **lead role** in partnership opportunities. In this context, the panel noted that there was an expectation that large RHPs with a significant presence in the borough or were a majority stock holder in a defined location (i.e. on an estate) would lead in the development of local partnership opportunities. It was noted that a lack of leadership had in some instances, hindered the progress of local partnerships.

8.17 A significant challenge identified by RHPs for local partnership work, was the difficulty of maintaining **commitment** for collaborative projects. RHPs noted that in addition to the large number of housing providers, the sector had also been associated with a high turn over of staff which had hindered the momentum and continuity for partnership projects.

8.18 In seeking to develop local partnerships, the panel noted that **smaller stock holders** faced particular challenges, not because they were not interested in participating or supporting such collaborative approaches, but because they do not have the capacity to engage. The panel noted that a key challenge for partnership projects was how to engage and support the participation of smaller RHPs.

8.19 RHPs also faced a number of **legal and technical** challenges in forging local partnerships. Social housing providers noted that the development of local partnerships may not always be straightforward, as occasionally there may be complex lease arrangements for certain properties which may restrict the potential for partnership working. Similarly, it was noted that the development of some shared services between providers may incur Value Added Tax (VAT), which can be a financial deterrent to such partnerships.[15]

Models of good practice – Campsbourne Estate and other local projects

8.20 Despite the challenges faced by housing providers, the panel noted many examples of good practice from local RHPs and Homes for Haringey which exemplified the creative and positive ways in which local housing and other agencies had worked together. The following provides a summary of a number of such projects and their successful approach.

Camspbourne Pilot Project

8.21 The panel noted that the Campsbourne Pilot Project was a partnership of social housing providers on the Campsbourne Estate in Hornsey, which included 4 RHPs[16] and Homes for Haringey. This project aimed to identify areas for joint working and to develop common approaches in response to locally identified priorities. The project was established in April 2010.

8.22 It was apparent that there were a number of defined processes which underpinned the work of the Campsbourne Pilot Project which included:

[15] This position may soon change however, as in June 2011, the HMRC launched a consultation on the levying of VAT on RHPs for shared services and management arrangements. (Inside Housing, June 30th 2011).

[16] Circle 33, Metropolitan Housing and London & Quadrant and Hornsey Housing Trust.

- defined strategy to **engage housing providers** within the locality
- the development of **practical partnerships** among participating organisations, particularly among front line staff who work with tenants
- collaborative approaches to **tenant engagement** and consultation to identify strategic priorities across RHPs
- an audit of **community initiatives** funded by RHPs on the estate.
- the **alignment of priorities** and **pooling of investments** to increase investment and make services more efficient.

8.23 One of the key successes of the Campsbourne Pilot Project was that it had engendered a more **proactive approach** to housing management issues among participating RHPs. In its evidence to the panel, Homes for Haringey noted that this project had helped to re-orientate the organisation to focus equally on issues of **place** rather than solely on **tenancy**. This had helped to develop a more planned and coordinated response to local housing issues.

8.24 It was noted by the panel that there were a number of key elements in the approach of the Campsbourne Pilot Project have contributed to its success. These were identified as:

- building **trust and confidence** in working relationships between RHPs
- focusing on **quick wins** to secure ongoing support and participation
- providing **leadership** to help coordinate partnership work
- developing **simple strategies** which focused on identified priorities
- **minimising formal reporting** to promote engagement.

8.25 From the evidence received, it was apparent to the panel that the Campsbourne Pilot Project had established a successful model for cooperation and partnership work among RHPs at the local level. It was noted that this project had delivered real and tangible benefits to the local community which extended beyond traditional housing issues. Indeed, the panel noted that the successes of the Campsbourne Pilot Project had been broadly acknowledged both locally and regionally.

8.26 Given this recognised success, there was a broad consensus among the panel and other participants within the review that the partnership model adopted by the Campsbourne Pilot Project could be used as template to further extend partnership work in similar locations across Haringey (i.e. multi-landlord estates). Furthermore, experience and key learning points derived from the project could also be used to guide and inform strategies to develop partnership working among RHPs across the borough.

Recommendation 4a: That the critical learning and successes of the Campsbourne Pilot Project be disseminated across the borough to guide and inform partnership work on multi-landlord estates and across the sector more broadly**.**

Housing Enablement Team

8.27 The panel received evidence from Cabinet Member for Housing which noted the positive contribution that the Housing Enablement Team made in facilitating partnership work among RHPs and other Council services to help

resolve housing and community issues on multi-landlord estates. Key aspects of the work of the Enabling Team were noted to include:

- responding to and resolution of tenant complaints
- supporting dialogue and action among RHPs (joint estate walkabouts and shared action plans)
- introducing the wider family of Council services to help resolve local issues (e.g. Anti Social Behaviour, SNT, Resident Consultation)
- establishing an approach which supports longer term cooperation among providers to help tackle ongoing and future housing issues.

8.28 Two examples of the work of the Enabling Team were provided to the panel. On **Eleanor Close**, a partnership among three RHPs (ASRA, Family Mosaic and Lien Viet) was facilitated by the Enabling Team. A number of local issues had arisen which included a lack of coordination in redecoration and housing improvement cycles, street cleaning not being synchronised and persistent low level ASB across the estate. Following an estate walkabout with RHPs, a local Councillor and the team, an action plan was developed which involved RHPs and other organisations (e.g. Safer Neighbourhood Team). The panel heard that this has resulted in significant improvements for the estate.

8.29 The Enabling Team facilitated three RHPs (Family Mosaic, Paddington Churches and Apna Ghar to work collaboratively to resolve local security and ASB issues on **Academia Way**). After a site visit, RHPs agreed that the entrance doors should be upgraded to make them more secure and prevent public access. As a result of this work, it was noted from the police had received fewer crime reports from this location.

8.30 It was emphasised that although interventions may have been relatively small these had achieved significant service improvements for local tenants. In particular, the panel were impressed with the way that the Enabling Team had helped to bring RHPs together to help resolve community concerns on multi-landlord estates. It was apparent that there have been some real achievements from this team in helping housing providers to work more cooperatively together. The panel noted however, that the Enabling Team is to be restructured which may impact on its capacity to fulfil existing roles (set out 8.27). The panel were keen to ensure that this work is retained within future restructure (as specified in Rethinking Haringey).

Recommendation 4b : That the role of the Enabling Team in facilitating partnership work among RHPs on multi-landlord estates should be retained and extended within Restructuring Haringey Programme (i.e. its move from the housing service to the Place Directorate)

<u>Elements critical to the success of effective partnership</u>

8.31 The panel were keen to identify elements which were critical to successful outcomes in partnership working and which could further inform the development of new partnerships in this sector across the borough.

8.32 In evidence to the panel, the NHF noted that there were a number of issues which were important to successful partnership working in the social housing sector. The panel noted from this evidence that:

- successful partnerships were dependent on **creative and committed officers** in respective organisations
- **quick wins** were important to help build trust and encourage ongoing support for the partnership
- **sharing good practice** helped prevent organisations having to 'reinvent the wheel' and sharing local successes helped encourage further work
- ensuring that partnerships were informed by **local knowledge** of housing issues and utilised local resources available
- engaging and **consulting tenants** provided guidance for partnership priorities and actions, and helped to build support within the community.

8.33 Evidence from RHPs and Homes for Haringey confirmed many of the essential ingredients for successful partnership working to that identified by the NHF. In addition however, RHPs and Homes for Haringey also noted that effective partnerships were dependent on:

- ongoing opportunities for focussed discussions to help identify issues of common concern among providers
- planned work that was focused, time-limited and had defined outcomes
- the inclusion of front-line staff.

<u>How best can the council support local partnerships?</u>

8.34 In its consideration of partnership work among RHPs, the panel concluded that there were examples of this taking place in Haringey, many of which had already delivered tangible benefits to local communities. It was also apparent however, that there was significant potential to develop this work further given the willingness of local providers to identify local partnership opportunities and the wide ranging benefits that could be obtained.

8.35 From the evidence received, it was also apparent to the panel that the Council could play an enabling role in supporting the development of local housing partnerships. This enabling role in supporting local housing partnerships was identified in the following areas:

- helping RHPs to identify potential partners through geographical mapping
- providing leadership in those areas where partnerships would be most beneficial in supporting the needs of local people
- providing links to other Council services, community organisations or other local resources which may contribute to local partnerships
- helping to disseminate examples of good practice, among RHPs and share, skills and expertise in the sector
- helping to coordinate social housing tenant involvement – to identify common issues and approaches.

Helping to RHPs to identify potential partners

8.35 The panel heard evidence from a number of informants who indicated that the mapping of social housing in the borough was fundamental to facilitating partnerships in the housing sector. The panel noted that the SCHS together with the Geographical Information Systems service (**GIS**) within the Council

had already undertaken some preliminary work to map social housing provision across the borough. The panel noted that through this process it was possible to map the stock distribution of individual RHPs as well as more detailed mapping for more localised areas (Appendix C). GIS mapping of social housing was a labour intensive process however, and the panel noted that additional investment would be required if this were to be rolled out across the borough.

8.37 The panel noted that RHPs and Homes for Haringey were both of the opinion that detailed GIS mapping of social housing represented a significant opportunity to develop and improve local engagement and partnership working across the social housing sector. This assertion was substantiated within the evidence from other local authorities, which noted that GIS mapping of social housing stock had been integral to their work with RHPs.

8.38 The panel also noted evidence from other local authorities which suggested that once GIS mapping had been undertaken, other data could be overlaid (e.g. child poverty, ASB, benefits take up) which may help to plan and direct other services more effectively. Similarly, the panel heard that Homes for Haringey had profiled its housing stock and had begun to map service hotspots for ASB, youth disengagement and other locally held data.

8.39 Panel members also noted that the mapping of social housing may also help to empower local residents and communities. It was suggested to the panel that that the mapping of social housing could also help residents to link up with other neighbouring residents to form local residents or community associations. Such organisations would help to share information and develop common approaches to community issues.

Recommendation 4c: That all social housing stock is mapped through Geographical Information Systems[17] and that an accompanying dissemination strategy be devised which supports the communication of this information to social housing partners with a view to promoting local partnerships (and other local priorities)

Leadership role

8.39 It was evident that in supporting partnership there was also an expectation that the Council would provide additional support, beyond that of putting housing partners in touch with each other. Analysis of consultation data also suggested that it may also be appropriate for the Council to adopt a lead role in developing local partnerships, particularly when this related to local priorities or objectives. This was exemplified in statements provided in the on-line survey of RHPs:

> *'[The Council] could lead on identified areas for joint working to ensure all appropriate partners are actively involved.' RHP*

[17] If there are insufficient resources to do this on a borough wide basis, then a more selective approach may be adopted that prioritises those areas where there are known to be multiple housing providers.

8.40 Whilst it was acknowledged that the Council already takes the strategic lead and developing partnerships for more strategic areas of work (e.g. Homeless Strategy), it was felt that there may also be a role for the Council to help potential partners know the local area better, what services are available and, what other providers are doing and how they can contribute to local projects.

8.41 This was verified within responses to the on-line survey which suggested that the Council could facilitate further partnership work through making RHPs more aware of what resources might be available locally, such as links to council services, local community groups active in the area or physical assets (e.g. community buildings) which could support such joint enterprise.

'Keep a register of community resources - community rooms/halls that could be shared with other local RSLs or the council.' (RHP)

'We would also like to see periodic meetings with practical issues are on the agenda. This, again, will enable us to work in partnership to improve service delivery. [We] suggests that specialist services are invited to these meetings, for example, the noise section of Environmental Health, ASB or domestic violence advisors or other workers with similar specialism.' (RHP)

Recommendation 4d: That further engagement is developed between RHPs and broader Council services (e.g. environmental health, ASB, domestic violence) to help extend knowledge of local services and collaborative opportunities (possible develop a directory for physical resources, such as meeting places, which may also be available to RHPs)

8.42 As the ALMO, the panel noted that Homes for Haringey was in a good position to have a detailed knowledge of local housing issues, such as tenants concerns and issues affecting local housing stock. The panel also noted that Homes for Haringey had consulted extensively with local tenants which had helped to further extend their understanding of local housing. It was recognised that this local knowledge and understanding developed by Homes fro Haringey had the potential to increase their place shaping role, particularly when this was applied in collaboration with other RHPs.

8.43 The panel noted that this had to some extent already been exemplified through the Campsbourne Pilot Project, where Homes for Haringey had demonstrated the benefits of a more proactive model to housing management. In this context, and with their extensive local knowledge of local housing issues, the panel noted that Homes for Haringey has a key role leading and supporting local housing partnerships.

Recommendation 4e: That given their extensive local knowledge and experience, Homes for Haringey be encouraged to continue to play a lead role in developing and supporting local partnership opportunities.

Disseminate Good Practice

8.44 In evidence submitted to the panel, it was clear that there is already good partnership work already being undertaken by social housing providers. RHPs noted however, that the challenges and successes of such projects may not be widely known outside the partnership. In this context, it would be helpful to have a local mechanism which could share information about local partnerships and disseminate good practice among local housing providers. Such information could help housing providers share information and skills and help to coordinate and improve partnership opportunities (i.e. 'reinventing the wheel').

8.45 Evidence received from a number of other local authorities noted that they published an annual review of RHPs. Such reviews were used to collect performance data (i.e. new homes, tenant satisfaction, compliance with decent homes standard) but also a vehicle to collate information about the broader activities of local RHPs, particularly those that supported the authority's local objectives. In this context, the panel noted that the annual review of RHPs in some authorities had become a tool through which to showcase and share good practice among RHPs and the wider community.

8.46 It was clear that a similar such tool or process could be used to support partnership work across Haringey, as this could help to capture and disseminate the work of RHPs more widely, may help RHPs identify possible partnership opportunities.

Recommendation 4f: That a mechanism is devised that helps to capture, collate and share information from the work of local housing providers that identifies and supports partnership opportunities, share good practice and identify other collaborative ventures across the borough.

Tenant Consultation

8.47 In evidence to the panel, a number of RHPs highlighted that other authorities have held successful borough wide tenant conferences. It was noted that these had been a very helpful process through which to engage tenants from all RHPs and had helped to identify areas of common concern. More importantly, this approach had helped to develop shared solutions to some of the problems identified by tenants. In this context, the panel noted that tenant conferences had been a useful process through which to:

- inform local priorities
- help housing providers to align and coordinate services
- support local partnerships.

8.48 The panel also noted that tenant consultation was critical to the success of local partnership projects (such as the Campsbourne Pilot Project) which underlined the need for this to be undertaken on a collaborative basis as more than one RHP existed. The panel also noted that collaboration among providers was also possible in consulting tenants of street properties, where a number of RHPs had instigated some pilot work. The panel concluded that tenant consultation was clearly important to partnership working and other joint enterprises.

9.0 Stock rationalisation

Stock dispersal

9.1 National data presented to the panel, provided further insight in to stock dispersal issues among RHPs. This data noted that in terms of general needs dwellings, individual RHPs may own or manage properties in up to 178 different local authority areas. [18] Even accounting for the size of individual RHPs, it was still noted that it was not uncommon for RHPs to manage (on average) less than 3% of their housing stock in each local authority.

9.2 Further evidence of stock dispersal in relation to the size of RHPs which was provided to the panel is presented below:

- Among larger RHPs (10,000+ units):
  - the RHP with the most dispersed stock managed properties 31,000 properties across 178 local authorities (average of 177 units or 0.6% of stock in each local authority)
  - 4 RHPs managed housing stock in more than 100 local authorities
  - 3 managed (on average) fewer than 200 properties per local authority
- Among middle ranking RHPs (5,000-10,000+ units):
  - the RHP with the most dispersed stock managed properties 8,000 properties across 90 local authorities (average of 89 units or 1.1% of stock in each local authority area)
  - 2 managed properties in more than 50 local authority areas
  - 6 managed (on average) fewer than 200 properties per local authority
- Among smaller RHPs (2,500- 5,000 units):
  - the RHP with the most dispersed stock managed properties 4,900 properties across 111 local authorities (average of 44 units or 0.9% of stock in each local authority area)
  - 9 managed properties in more than 25 local authority areas
  - 21 managed (on average) fewer than 200 properties per local authority

9.3 Equally significant however, this same data set identified that some RHPs may have a significant 'tail' in there housing portfolios where a small number of properties are managed in a relatively large number of local authority areas. Thus from this data it was noted that:

- one RHP holds fewer than 10 properties in **35** local authority areas
- one RHP holds fewer than 30 properties in **59** local authority areas
- one RHP holds fewer than 30 properties in **48** local authority areas.

9.4 More locally, the panel also noted social housing ownership in Haringey was also dispersed (see 4.26-4.30). To reiterate, it was recorded that a majority (65%) of RHPs own or manage less than 100 properties and just 21% of RHPs manage more than 200 properties (Figures 5a-5c). In some local

[18] RSLs geographical dispersal suggests scope for rationalisation R Cowley in Social Housing V.16 No.10 October 2009

authority wards, as many as 16 RHPs may be involved in the provision of just over 500 homes.

9.5 It was also noted to the panel that the Council itself was a significant stock holder, and of the 16,000 social rented properties managed by Homes for Haringey on its behalf, a number were located outside Haringey. It was noted that due to historical factors, approximately 450 properties were dispersed across three main locations: along Haringey borders with Enfield and Hackney and more remotely, in Waltham Cross. It was noted that the disposal of any stock would need be negotiated with housing providers willing to take on the stock (e.g. price, decent homes investment, local nomination rights) and that tenants consent would need to be obtained.

The challenges of dispersed stock

9.6 Dispersed social housing stock is of course not by definition problematic, as RHPs or other social housing providers may continue to manage a relatively small number of properties in large number of local authorities effectively and to the satisfaction of their tenants. As the Homes and Communities Agency have suggested however, individual RHPs which manage properties over a number of key areas face a number of challenges:

- managing key strategic relationships across a number of areas (how many can they manage?)
- ensuring that there is sufficient engagement at the local level to develop key local partnerships that support tenants and their community
- are there areas where they manage housing stock where there is little prospect of new development?

9.7 In terms of stock rationalisation, the panel noted evidence from the TSA which suggested that it does make related assessments of RHPs in terms of how they manage their assets and the value for money of the services that they provide. The TSA have suggested, for example, that managing 45 properties instead of 450 properties in a local authority may impact on the unit cost and quality of services provided to tenants. As independent providers however, the decision to rationalise housing stock remained with individual RHP boards.

9.8 The TSA has however published a toolkit to support stock rationalisation and suggested that the following questions should be used to guide RHPs in assessing whether stock rationalisation should be considered:[19]

- Is dispersal or distance from management centres a barrier to service improvement?
- Are residents in dispersed stock less satisfied than those in concentrated stock?
- Does it cost significantly more to maintain dispersed stock?
- Does it take longer to respond to local problems, such as anti-social behaviour, in areas where homes are dispersed?

[19] Location, location, location, Achieving efficiencies through stock rationalisation TSA 2009

- Is it possible to engage with the wider agendas, among them regeneration, neighbourhood management and tackling worklessness, in areas where homes are thinly spread?
- Are too many RHPs in one neighbourhood a barrier to progress with these agendas?

9.9 Evidence submitted to the panel from other local authorities noted that stock dispersal among RHPs had given rise to a number of challenges at the local level. Of particular importance, it was noted that RHPs with dispersed stock sometimes had an underdeveloped local presence (e.g. a housing office or housing officer) which meant that there was little opportunity to engage with the local authority and other local stakeholders. With little local engagement it was suggested that some RHPs did not have a complete understanding of local concerns which inhibited their ability to develop effective responses.

9.10 From evidence given directly to the panel and through the telephone audit of local authorities, it was apparent that there were a number of challenges to the housing sector where stock was dispersed and where RHPs had little local presence. Some challenges identified by other local authorities included:

- detached housing management services resulted in inconsistent engagement and cooperation and accountability issues for tenants and local authority
- difficulty of securing commitment to service improvement when there was not the critical mass or capacity to engage effectively/ multiple small providers
- inconsistencies in the management of estates/ properties
- difficulty engaging quickly and effectively with remote RHPs
- poor coordination community investment by RHPs i.e. ASB, wordlessness etc.

Increased Unit costs

9.11 Managing a limited number of stock in distant local authority may have financial impact on RHPs as well as for their tenants. The unit costs of RHPs vary considerably depending on a number of factors such as regional wage variations, social deprivation where stock is held and the nature of stock held (i.e. general needs or supported housing). The panel noted that there was evidence to suggest that dispersal of housing stock contributed to additional costs for RHPs, where:

- stock held in pockets of less than 100 per local authority was associated with higher costs of £1,300/unit per annum
- stock held in pockets of less than 50 per local authority was associated with additional costs £2,300/unit per annum.[20]

9.12 From this same data, it was calculated that the 83,000 general needs units which are owned by RHPs with fewer than 100 units in a local authority area were associated with additional costs of approximately £100m per annum.

[20] Understanding unit costs of housing associations – regression analysis Tenant Services Authority SA 2011

What is stock rationalisation?

9.13 Over a period of time, RHPs may develop housing portfolios which incorporate stock that is owned or managed either remotely or as part of multi-landlord estates. In many instances, this may not be problematic, but this can precipitate issues for stakeholders concerned:

- RHPs – though increased costs as compared to other units
- Tenants – through variations in the level and quality to which housing is managed
- Local Authorities – through difficult engagement or securing involvement in solving a local problems (e.g. ASB)

9.14 There are a number of processes however in which a housing provider can rationalise its housing stock, and focus business operations within a smaller number of localities which can contribute to improved outcomes for stakeholders concerned. There are four main stock rationalisation processes which can be summarised as:

- **stock swaps** – where, for example, a RHP with a small amount of stock in a local area swaps over this stock to another with a larger presence and the reverse process takes place in another local area.
- **stock transfers**– where stock ownership is transferred to another RHP
- **management or leasing agreement** – where an RHP retains ownership, but housing stock is managed or leased to another local RHP
- **disposal –** where housing stock on the open market.

9.15 Nationally, there is substantive evidence that RHPs have actively taken up the stock rationalisation agenda, with a number having explicit stock rationalisation programmes. A number of the larger stock rationalisation programmes which have been recorded include:

- Origin HA, which transferred 632 homes to other RHPs which reduced the number of local authorities it works with from 26 to 17[21]
- Orbit housing transferred 841 homes in the South West Region to another RHP to help improve the range and quality of housing services to those tenants[22]
- Family Mosaic have developed a stock rationalisation programme where less than 100 units are owned in an area these are transferred to another RHP, and where 100-500 units are owned it has tried to set up management agreements with RHPs which have a larger local presence.

9.16 The panel noted evidence from the on-line survey of RHPs which noted that a number of local housing providers had undertaken some stock rationalisation, and similar to other providers elsewhere, had developed an stock rationalisation policy. Survey data suggested that just over half (56%) of local RHPs had undertaken some form of stock rationalisation, though just 6% undertaken this process actually in Haringey (Appendix B).

[21] Stock transfers J Obertelli, Inside Housing, Jan 2011

[22] Location, Location, Location: achieving efficiencies through stock rationalisation Tenants Services Authority (2009)

9.17 Among the stock rationalisation processes reported to the panel by RHPs it was noted that successful stock rationalisation partnerships that had occurred between local partners, though not necessarily had occurred within Haringey:

- Innisfree HA had been the beneficiary of a stock transfer from Family Mosaic of 49 units which were adjacent to its head offices in Camden.
- Metropolitan Housing Trust noted that it was difficult to maintain same level of services or commit to neighbourhood areas in which it had fewer than 1-200 properties. It was therefore considering a stock rationalisation programme in which it was seeking to half the amount of local authorities in which it maintains properties to 30. Haringey, in which it managed over 2000 properties, would remain one of its core boroughs.

What are the benefits of stock rationalisation?

9.18 The panel noted evidence from the TSA which suggested that there were a number of possible benefits that could be obtained from stock rationalisation processes. From a number of case studies of stock rationalisation it was noted that improvements were derived in three key areas from the rationalisation of housing stock:

- improved partnerships – with the local authority, other RHPs and other community organisations
- improved community engagement - through greater understanding of community and tenant issues.
- improved cost effectiveness of services – through improved economies of scale, improved local partnerships.[23]

9.19 The panel heard evidence from a number of other **local authorities**, some of which had supported an explicit stock rationalisation programme within their area. From this evidence, it was noted that stock rationalisation had helped to improve local relationships with RHPs and had secured more focused and active contributions from housing partners. Some of the key benefits of stock rationalisation identified from other local authorities were:

- improved concept and more focused contributions to neighbourhood management – ensuring that RHPs are committed to local communities
- improved cost efficiencies for housing management
- improved services for tenants – bringing housing management closer to residents and greater linkage with other local services
- providing more focused and targeted support for vulnerable residents.

9.20 **RHPs** which were consulted in the review described a number of benefits to their organisation from stock rationalisation. A consistent theme in this evidence was that a more developed understanding of local tenant and community issues was obtained when housing management was devolved to a more local provider. RHPs noted that an established local provider taking on housing stock may also have resources in place to support tenants (i.e. a housing office or housing officer) which helped top deliver a more **responsive service**. This was exemplified in the submissions of RHPs:

[23] Location, Location, Location: achieving efficiencies through stock rationalisation Tenants Services Authority (2009)

'Most importantly, [stock rationalisation] has been beneficial to the tenants who now have a better housing management service.'

'We transferred four sheltered housing schemes in South Devon to a local organisation which was better placed to provide a more responsive service.'

9.21 Such stock rationalisation was also seen to be beneficial to RHPs in receipt of housing stock (whether owned or managed), in that this had helped to increase its **presence** in an area where it has established business interests, and delivered more **efficient housing management** through improved economies of scale. In this context, it was evident that there may be multiple benefits for such RHPs including the improvement of housing stock and increasing tenant satisfaction:

'Benefits for us were that it increased our stock in a key Borough, implemented a decent homes programme and completed within 6 months and increased resident satisfaction in the area.'

9.22 Stock rationalisation was also seen as a process through which additional **capital investment** might be secured for investment in housing stock. It was noted that some RHPs, for example, may not have the necessary capital to ensure all of its housing stock meets the decent homes standard. Therefore the disposal or transfer of stock to another RHP that had sufficient capital to invest for such purposes could be seen to be beneficial to both RHPs and of course, tenants:

'We transferred 600 properties in Croydon to [another provider] who had the resources to bring them up to Decent Homes Standards and already had a large presence in the borough.'

<u>What challenges do RHPs face in stock rationalisation?</u>

9.23 It was evident to the panel, that irrespective of the potential benefits, stock rationalisation was not straight forward, indeed, it was noted that this could be a complex, lengthy and resource intensive process.

9.24 It has previously been reported that RHPs faced significant challenges in identifying other housing providers in the development of local housing partnerships, and this was also the case for stock rationalisation opportunities. From the consultation data it was noted that RHPs found it difficult to **identify potential partners** or had insufficient local contact to ascertain if there were mutually beneficial opportunities to rationalise housing stock. Identifying potential partners was also noted to be difficult for:

- smaller RHPs as they may not have as many established working relationships with other providers
- RHPs whose property portfolio comprised of mainly street properties had limited natural partnerships
- RHPs whose housing stock was old and in need of investment.

9.25 The actual process of stock rationalisation was also cited as a barrier to successful link-ups and completions. RHPs noted that there were complex legal and financial processes which needed to be undertaken as part stock

rationalisation which could impede progress or indeed, curtail its progress. Some of the key stumbling blocks included:

- agreeing **values** for stock to be transferred between RHPs
- **charges**, **legal title** restrictions or other **planning permissions** which may limit the buyers opportunities to develop the stock
- **VAT** on housing management arrangements[24]
- legal and other project **costs** associated with transfers
- obtaining **consent** of tenants.

9.26 For smaller RHPs, stock rationalisation can be particularly problematic as they may lack the overall capacity or resources to operate an asset management strategy or the resources to actively engage in a borough where they may have comparatively limited stock. In this context, there was a belief that stock rationalisation had been focused within larger RHPs as the scale of their operations and the dispersed nature was conducive to stock swaps with other large RHPs. A number of smaller RHPs noted that this limited development opportunities for their own organisations.

9.27 Stock rationalisation was also noted to have risks for RHPs as stock transfers and leases may have longer term implications. Changes in stock holding clearly affect RHPs asset management strategies and their subsequent ability to borrow money and develop new housing. There are also inherent risks in taking on the ownership or management of housing stock of which there has been little previous knowledge or experience.

9.28 Stock rationalisation not only presents challenges for RHPs, but this process can also raise issues for other local stakeholders, such as the local authority and of course tenants. For the local authority, stock rationalisation can present a number of challenging issues, most significantly ensuring that stock rationalisation does not lead to a decline in affordable homes available (i.e. where stock is sold to a non RHP).

9.29 It was also noted to the panel, that the Council was an owner of housing stock, which is managed through Homes for Haringey (the ALMO). As has been recorded earlier, housing stock owned by the Council is also dispersed with approxianmltey 450 units located in other boroughs. Similarly, it may also be appropriate for the Council to rationalise stock it owns or manages within the borough, for example, where it has a minority interest on a multi-landlord estate. Thus the Council and Homes for Haringey, are faced with many of the same challenges as other local RHPs in respect of stock rationalisation.

9.30 The transfer of ownership or management of housing stock can also precipitate concerns among those tenants involved. Social housing tenants are by definition those people in greater need and the transfer of the management of their tenancy may create some anxiety among them. RHPs noted that stock transfers were especially worrying where sheltered

[24] As stated earlier, this position may change as HMRC have launched a consultation on the levying of VAT on RHPs for shared services and management arrangements. (Inside Housing, June 30th 2011).

accommodation was involved and considerable work needed to be undertaken to allay the concerns tenants.

The role of the Council support RHPs considering stock rationalisation?

9.31 The panel assessed what role the Council could take to support those RHPs considering stock rationalisation. Whilst it was acknowledged that the Council cannot dictate such processes, it has a legitimate role in shaping and improving local communities and may seek to influence the plans and agendas of local organisations to help meet local priorities and objectives.

9.32 A consistent theme in the responses of RHPs themselves in this review was that if the Council was to adopt a proactive role in stock rationalisation, then this should be accompanied by greater clarity in the aspirations of the Council for stock rationalisation, in particular how these relate to local needs and priorities. Furthermore, RHPs noted that if a more proactive approach to stock rationalisation was developed, this would need to be consistently supported across the business of the Council. This was exemplified in responses to the survey:

> *'The [Council] needs to be more specific as to what they want from us [providers]. We sometimes get mixed messages, for example, we are asked for wheelchair units but lettings are not always forthcoming. Planners also make things difficult to manage and let e.g. no cars, communal roof gardens…and unrealistic sustainability agenda.'*
>
> *'Willingness of housing, legal and planning colleagues to vary planning consents or lift charges where restrictions are proving a barrier to stock modernisation or meeting housing need.'*

9.33 In this context, and in relation to the above comments, it is suggested that the development of a stock rationalisation *policy* may be of benefit, as this would clearly set out the Councils ambitions and the strategic priorities. Such a policy could also help to identify roles and expectations of housing providers and identify how priorities can be supported through the broader activities of the Council.

Recommendation : That the Council should adopt a lead role in the rationalisation of social housing stock and support those RHPs considering the rationalisation of local housing stock through

5a : the development of a local stock rationalisation policy that sets out:

- how the aims and objectives of that policy will help to support local priorities
- the roles and expectations of local housing providers
- which is supported by published local guidance for RHPs

9.34 As has been noted earlier (9.24), a barrier to those RHPs considering stock rationalisation was the identification of potential partners. In this context, there was an expectation from providers that the Council should adopt an enabling role and facilitate contact between local RHPs. To support this

enabling role, a consistent request among RHPs and other informants to the panel was the need to map all social housing stock in the borough through GIS. Mapping of social housing units, was seen as instrumental in facilitating contact and dialogue among local RHPs.

Recommendation 5b: Ensure that all social housing in the borough is mapped through GIS to facilitate contact and dialogue between RHPs

9.35 The Council was noted to have an established Enabling Team which had regular dialogue with a number of local housing providers. Communication between and among RHPs however was less certain and in this context, there was strong support for the Council to adopt a **brokerage role**; in which it facilitated contact between RHPs that were interested in stock rationalisation. This was exemplified in the responses of one RHP to the on-line survey:

'Act as a broker where you identify a larger or more remote [registered provider] for whom Haringey is not a core borough. Suggest likely recipients and bring them together.'

9.36 It was noted that such a brokerage role could save time and expenditure of those RHPs that are interested in stock rationalisation in the borough:

'If we were to consider taking on other [registered providers] stock in the borough we would wish the [Council] to hold a dialogue with those partners first to ensure that they had a desire to consider such a transaction. A lot of time 'could be wasted shopping around to no avail.'

9.37 The panel also noted that a brokerage role to support stock rationalisation could also be focused on a particular area, to help bring greater coordination in the efforts to resolve local issues of concern. The panel noted that an area based approach to stock rationalisation had been adopted within another local authority, and had helped to develop a more coherent and consistent approach to housing issues among 14 RHPs in an area of high social deprivation and persistent ASB.

Recommendation 5c: That the Council adopt a brokerage role to facilitate contact and dialogue between RHPs with a mutual interest in stock rationalisation, and, that such a role be actively pursued in where local conditions would support a more coordinated housing provision (i.e. multi-landlord estates).

9.38 The panel noted that other councils were actively considering stock rationalisation policies. It was therefore noted that if such a brokerage was to be adopted by the Council, it may be practical to synchronise such an approach with other local authorities on a sub-regional basis. In evidence to the panel, it was noted that other sub-regional housing partnerships had taken an active role in stock rationalisation. It was noted that the SE London Housing Partnership Group aimed to facilitate stock rationalisation within the region through:

- encouraging RHPs to conduct asset management strategies and assess the distribution of housing stock across the region
- dissemination of good practice
- challenge of RHPs with outlying stock about future plan
- support of small local RHPs in acquisition of stock from larger RHPs.

9.39 At the consultation with RHPs, it was also noted that there was the potential for greater partnership work among councils on cross border issues. It was recorded that there could be potential in developing sub-regional stock rationalisation brokerage role through the North London Strategic Alliance (or other similar body).

Recommendation 5d : that the Council should ascertain if a regional brokerage role could be adopted through the North London Strategic Alliance (other sub-regional body) to support stock rationalisation processes among RHPs

9.40 As an owner and manager (through Homes for Haringey) of social housing stock, the Council faced many of the challenges that RHPs currently face in relation to dispersed stock. It was suggested moves to transfer stock to another housing provider could deliver more localised management and help to reduce costs. In addition, transfer could also possibly increase access to Decent Homes funding as well as increasing capital receipts for the Council.

9.41 The panel noted evidence which suggested that the Council was already active in the area of stock rationalisation. It was noted in evidence from the SCHS, that tenants of some remotely held housing stock (in Waltham Cross) had already been consulted by the Council with a view to transfer to local RHP ownership. Depending on the consent of being obtained, it was anticipated that a report would go before Cabinet to discuss and agree future options for this stock. It was noted that there may also be a small number of rationalisation opportunities within the borough, where for example, the Council has a minority holding on a multi-landlord estate.

9.42 In the context of the above, it was suggested that the Council should continue to lead by example in support of any agreed stock rationalisation policy or process. Such an active policy should encompass an assessment of all social housing stock, internal and external to the borough, to assess whether stock transfer, localised management or other stock rationalisation process would be of local benefit.

Recommendation 5e: That the Council provide a stock rationalisation lead and example by conducting an assessment of all its housing stock (in and out of borough) to identify those properties that may be beneficial to rationalise ownership or management.

9.43 From the consultation with RHPs and from evidence from the SCHS itself, it was noted that there were a number of risks associated with a stock rationalisation policy which need to be assessed and managed locally. These were identified as:

- to need protect the diversity of social housing provision
- to ensure that stock rationalisation does not lead to disposal, and loss of borough social housing estate.

9.44 The SCHS emphasised to the panel, that stock rationalisation was not solely about reducing the incidence of stock that wasn't locally managed. In the view of the SCHS, stock rationalisation was primarily concerned with promoting *good housing management*; where RHPs provide a good service to local tenants, worked with the local authority and other RHPs and were committed to supporting local priorities. In this context, the size of the RHP or its stock holding in the borough did not necessarily matter.

9.45 It was apparent therefore, that a stock rationalisation policy supported by the Council should be accompanied by an active process of engagement and dialogue with all local RHPs (irrespective of their size), to enable them reflect on their commitment and contribution to the local area, and where appropriate, encouraged to seek partnerships or stock rationalisation opportunities for local stock holding. The panel also noted that the Council would welcome dialogue from those RHPs who considered that the management of local stock was too expensive, or found it difficult to provide an adequate level of service.

Recommendation 5f : The Council should encourage all RHPs to review the management of local housing stock and subsequent commitment to the borough, and where this falls short, to encourage partnership or stock rationalisation opportunities with other local providers

9.46 The role of the small RHP in stock rationalisation processes should also warrant further consideration within in any stock rationalisation policy, as it was clear that smaller RHPs were important to maintaining the diversity of housing service provision and the delivery of more specialised housing services. This needs to be acknowledged in any approach to stock rationalisation adopted by the Council to ensure that the important contribution that **smaller RHPs** make to the local housing sector is retained.

9.47 Furthermore, given the specific challenges faced by small RHPs (e.g. resources, staffing and contacts) further work may be needed to identify how they can be best supported to engage further locally (e.g. partnerships or stock rationalisation).

Recommendation 5g: That the Council acknowledge the particular challenges that smaller RHPs may face in with stock rationalisation (and partnership working) and to develop mechanisms to support their local engagement.

9.48 The panel heard evidence from the Cabinet Member for Housing and SCHS which noted that a strategic aim of the service was of course, to retain and develop further social housing within the borough. Thus there was natural concern that stock rationalisation, in some instances, could lead to the loss of local social housing stock if a disposal approach was taken by RHPs.

9.49 The panel noted therefore, that those RHPs considering disposal as mechanism through which to rationalise of local stock holding, should actively engage with the Council to identify a strategy to ensure that investment within the social rented sector is maintained.

Recommendation 5h: That the Council should ensure housing disposals through stock rationalisation do not lead to a reduction in the overall social housing estate and where possible help to address the east west imbalance in social housing in the borough.

9.50 Whilst RHPs may have a duty to cooperate with the local authority and other services, evidently some RHPs are more able to engage locally than others. The panel noted evidence from other local authorities which noted therefore that it was important for the Council to promote the possible benefits of joint enterprise (cost reduction, improved services and more satisfied tenants) to encourage local engagement.

9.51 The panel noted that a local authority had successfully used its annual conference for RHPs to focus on partnership and stock rationalisation. The panel noted that this provided an opportunity for local RHPs to discuss work programmes and identify partnering and rationalisation opportunities. It was noted that there were many practical achievements which stemmed from this conference, which included:

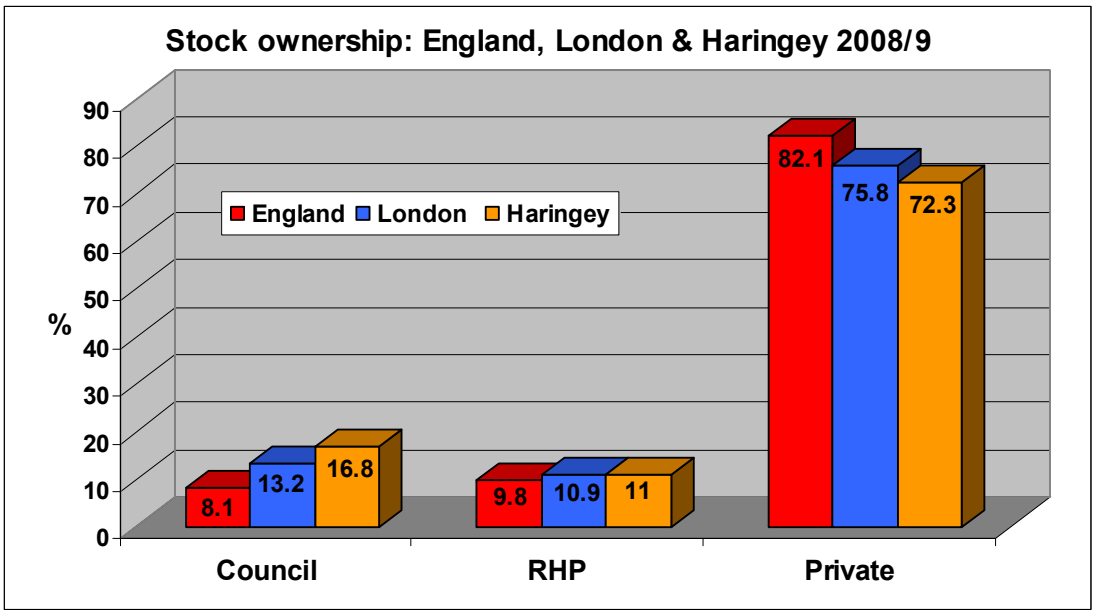
- sharing of local good practice
- one local RHP which worked with elderly and disabled people, took on the management of other special needs stock held by other RHPs in the authority.

Recommendation 5i: That the Council consider whether the planned annual conference for RHPs could be dedicated to consider local partnerships and stock rationalisation opportunities.

9.52 As has been documented earlier in this report, RHPs that may be considering stock rationalisation may face a number of significant challenges, which may be complex, lengthy and time consuming. Further still, as has been seen above, stock rationalisation is not without risks to all local stakeholders involved; the local authority, tenants as well as RHPs themselves. In this context, RHPs consulted within this review reiterated that stock rationalisation may not be the answer to all the ails of social housing, though it may help housing providers to refocus provision and garner further support and commitment to local communities and services.

Appendix A - Charts

Figure 1 – Stock ownership England, London, Haringey (2008/9)



Source: DCLG

Figure 2 – Housing tenure in England and Haringey (2008/9)

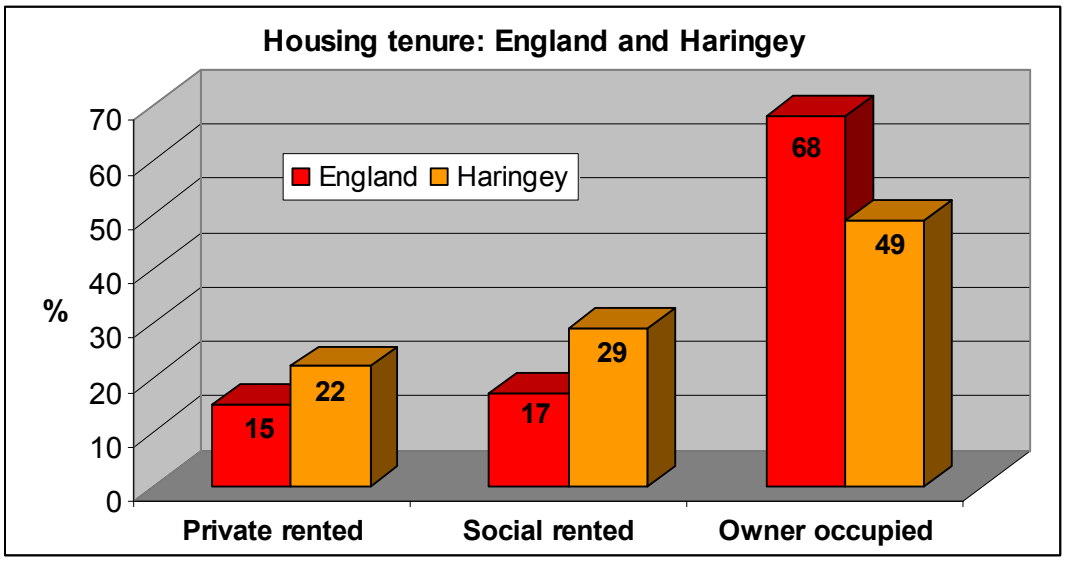


Figure 3 – Social housing dwellings in Haringey 1997-2009

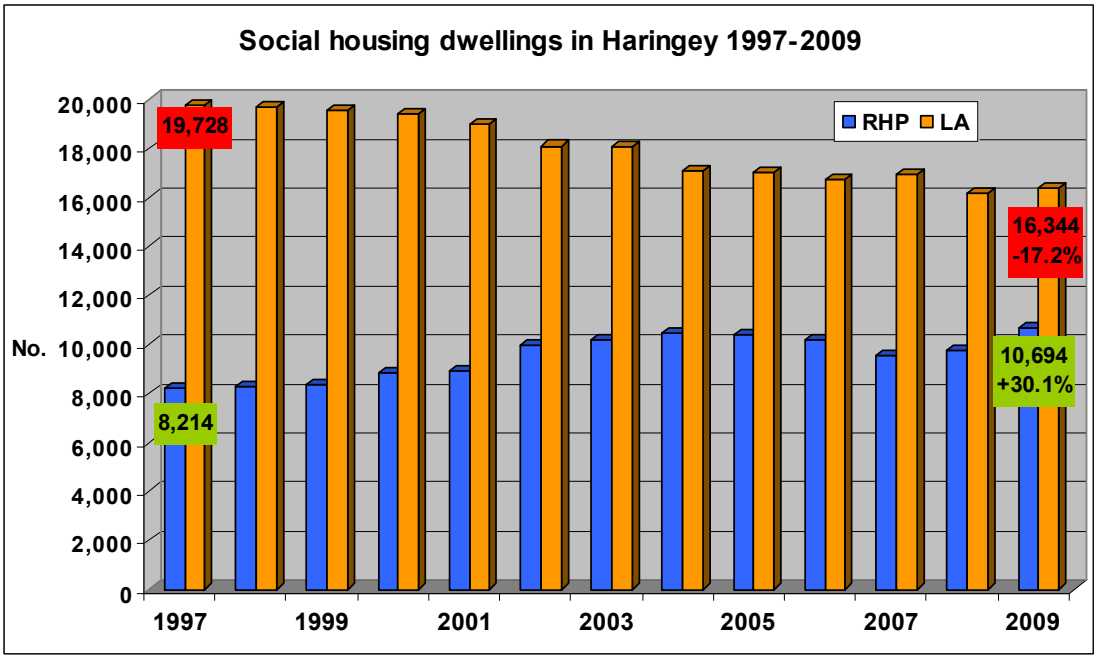


Figure 4 – Social rented housing in Haringey by Local Authority Ward.

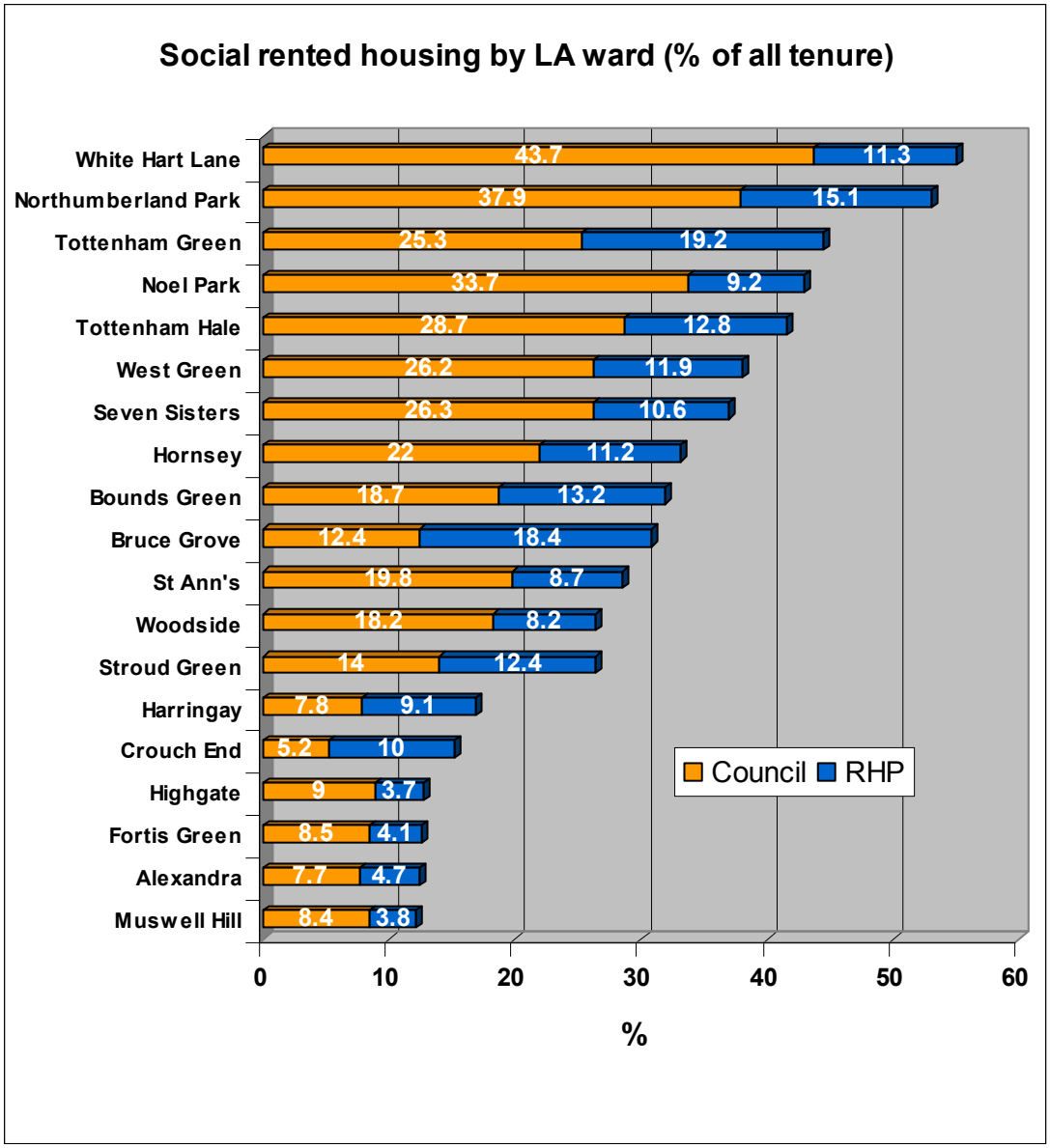


Figure 5a - Distribution of RHP stock size 0-100 units.

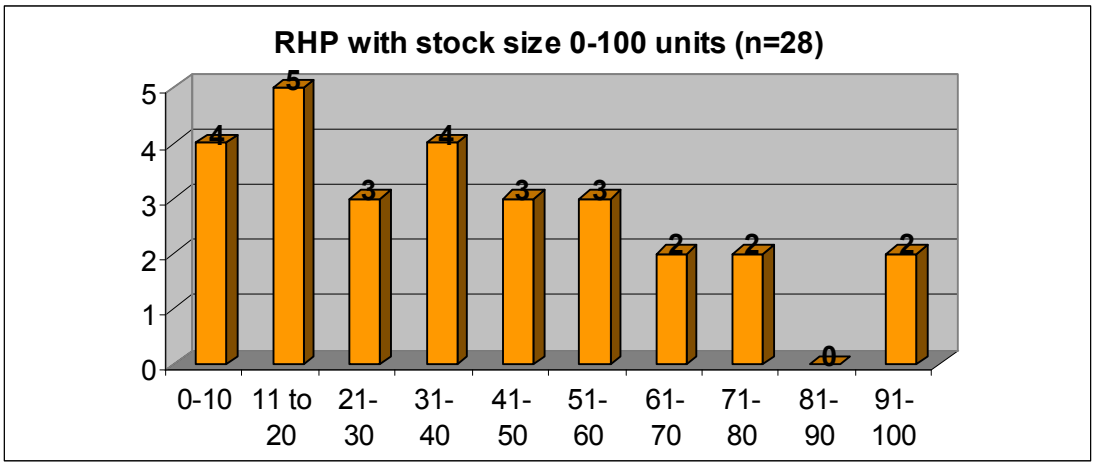


Figure 5b - Distribution of RHP stock size 0-500 units.

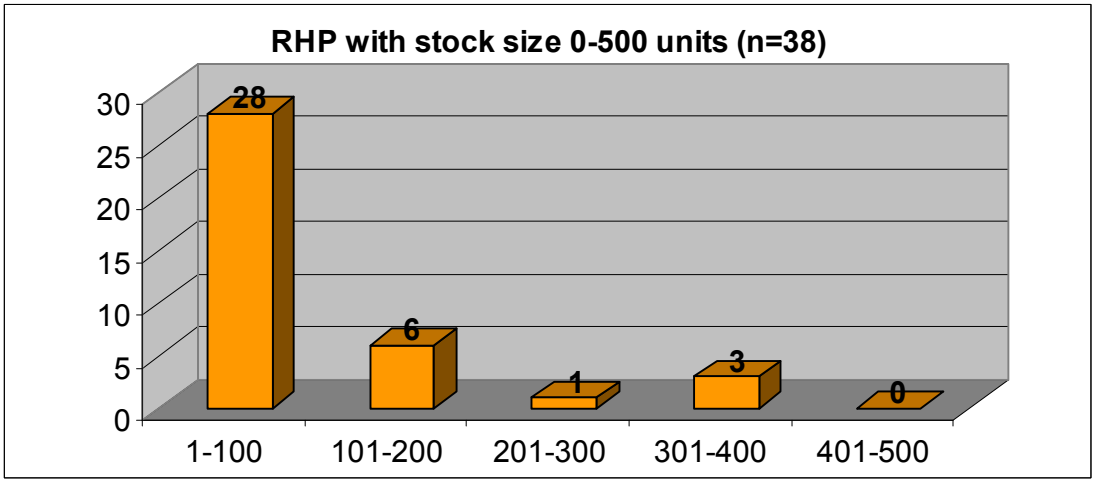


Figure 5c - Distribution of RHP stock size 0-2,500 units

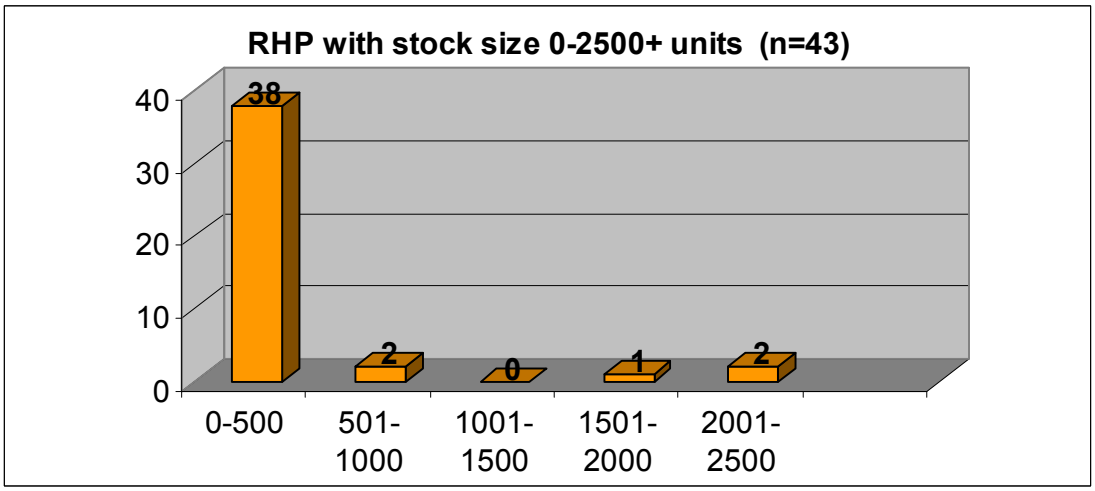


Figure 6 – RHP stock numbers in Haringey (2010)

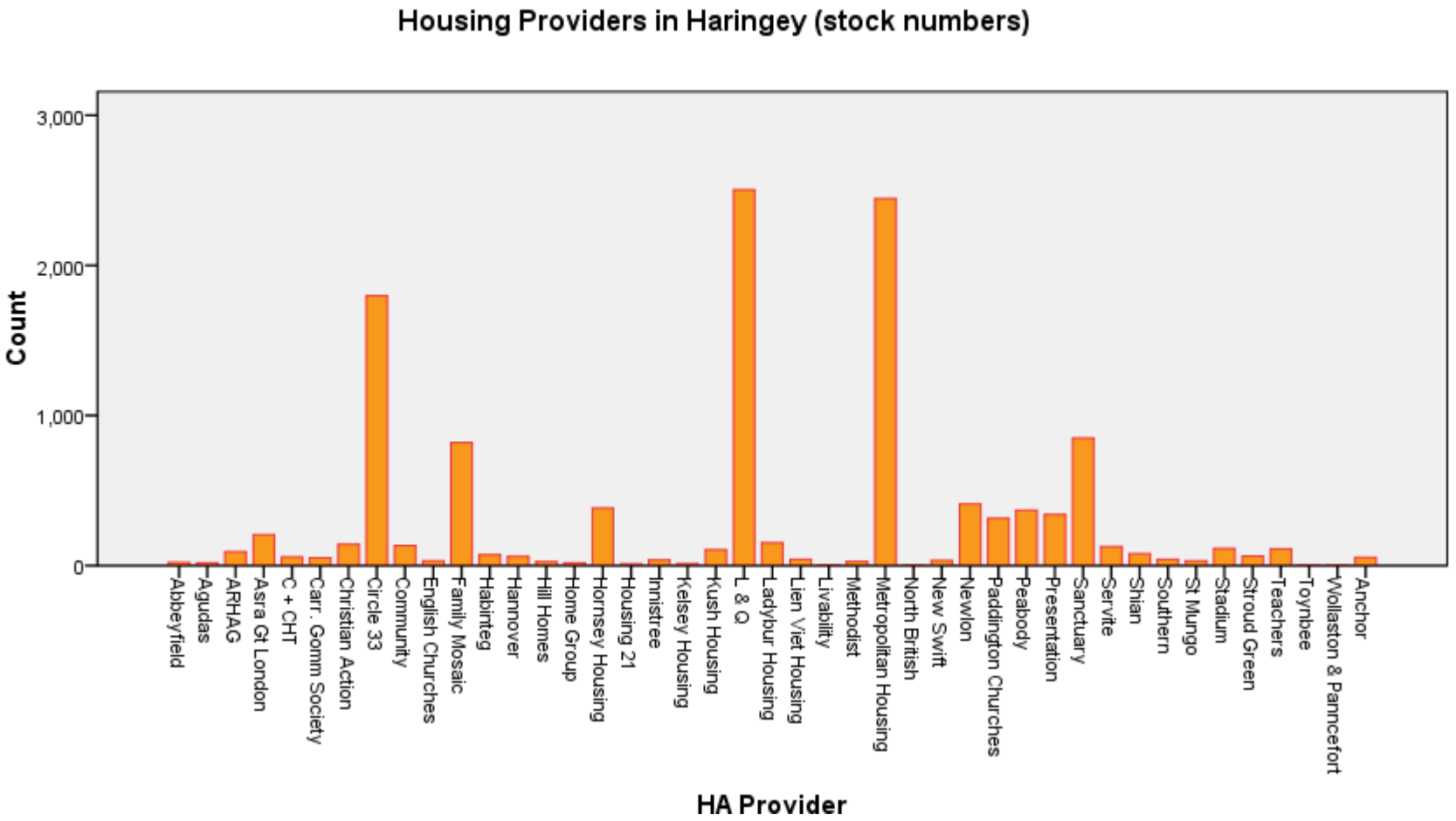
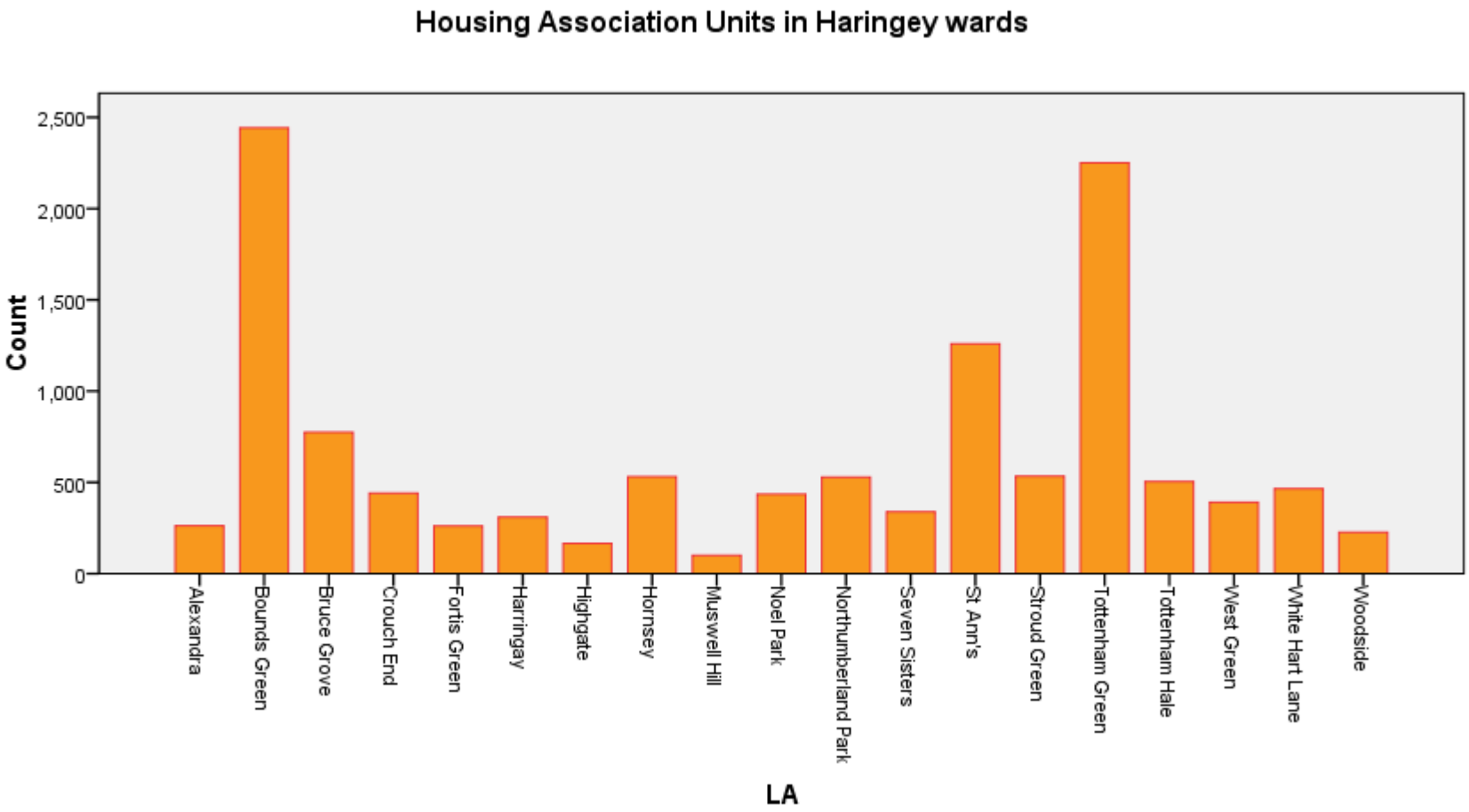
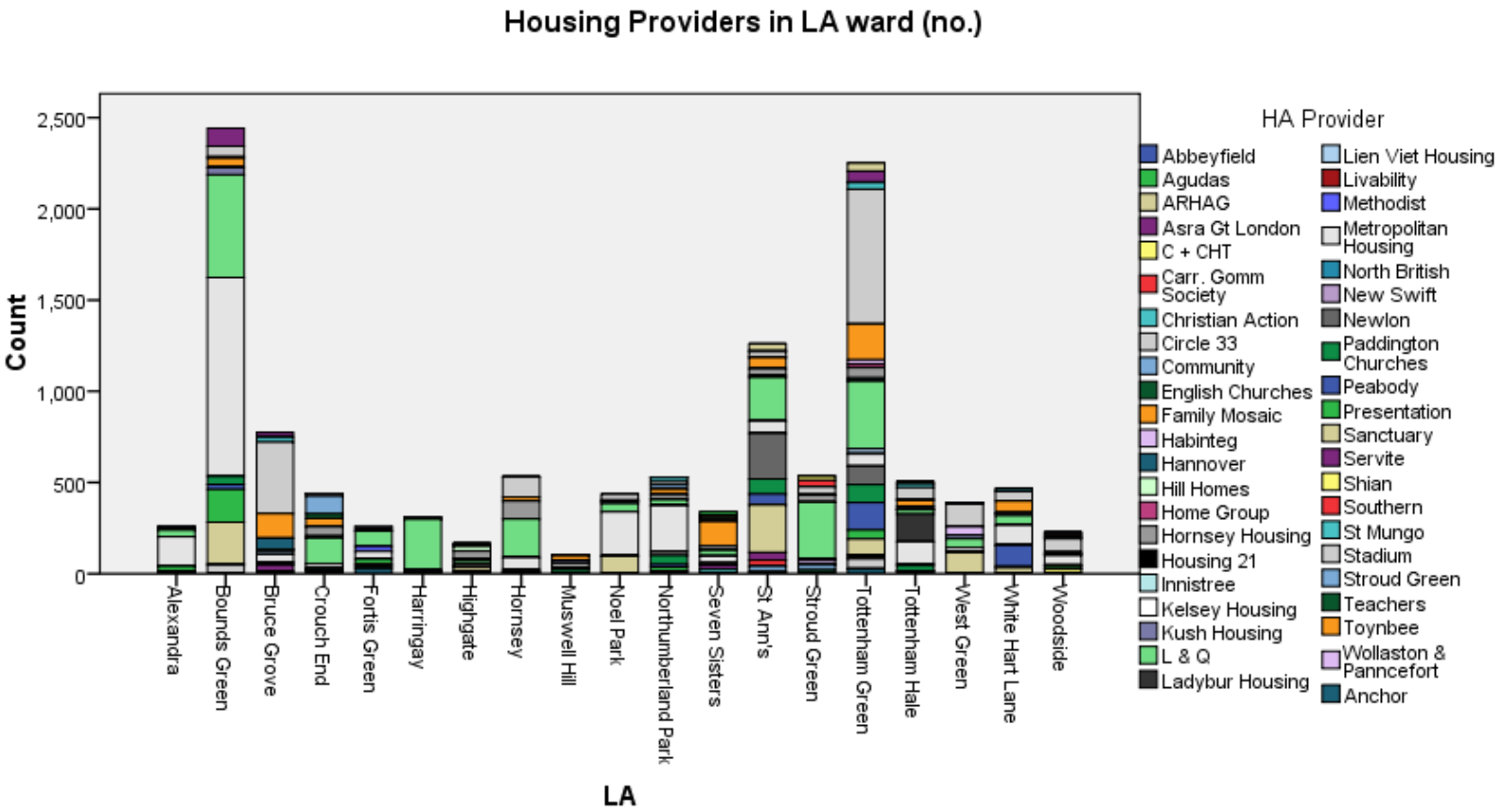


Figure 7 - RHP stock held in Haringey by Local Authority Ward (2010)



Figure

Figure 8 – RHPs providing housing in Haringey by Local Authority Wards (2010)



Appendix B

Scrutiny Review of Registered Housing Providers in Haringey

Engagement, partnerships and stock rationalisation: findings from a survey of survey of local housing providers.

July 2011

1.0 Introduction

1.1 There are approximately 60 registered housing providers with housing stock in Haringey. This presents a number of issues for both the Council and registered housing providers, including consistency in housing standards, partnerships in local housing sector and stock rationalisation.

1.2 A review was commissioned by the Overview & Scrutiny Committee to investigate these issues. In particular, the review sought to assess the effectiveness of local engagement structures, and how best the Council can support providers that want to work in partnership with others or seeking to rationalise stock in the area.

1.3 As part of the scrutiny review process, local housing providers were consulted through a number of mechanisms including a focus group and an on-line survey. The following provides analysis of the both quantitative and qualitative data collected through the on-line survey of registered housing providers. This data and analysis will contribute to the conclusions and recommendations formed within the final review.

2. About the survey

2.1 The purpose of the survey was two fold: firstly, to capture a range of data from registered housing providers on a range of local housing issues; secondly, to maximise participation in the review process, particularly those smaller housing providers who may not have the resources to attend dedicated meetings.

2.2 In addition to information about individual providers (e.g. size of stock held, number of Local Authorities in which stock is held) the survey sought to collect a range of information from respondents including assessments of local engagement structures and what role the Council can play in supporting providers in developing local housing partnerships or considering rationalising local housing stock.

2.3 As well as collecting quantitative data, there were opportunities for respondents to provide qualitative comments to support any answers that were given. The survey was administered on-line through SNAP survey tool. Electronic copies of the survey were distributed to 47 registered provider contacts held by the Strategic and Community Housing Service of the Council. The following is an analysis of both qualitative and qualitative data received through the survey.

3. About those who responded?

3.1 In total, 18 registered housing providers responded to this survey. This produced a response rate for the survey of approximately 38%. This can be considered a satisfactory response given the accuracy of any database (churn rate of housing contacts) and the method of survey distribution.

3.2 Data about registered housing providers that responded was collected through the survey to illustrate the characteristics of the organisations that

responded. This data demonstrated that, in terms of size, the survey was completed by a broad range of housing providers: 33% of respondents managed fewer than 1,000 housing units whilst 44% managed more than 10,000 units (Table 1). In respect of housing units managed in Haringey, most respondents (66%) managed fewer than 500 housing units (Table 1).

Table 1- Housing units managed by registered housing providers.			
Total housing units managed nationally		**Units managed in Haringey**	
0-1,000	6 (33%)	**0-100**	8 (44%)
1,001-5,000	2 (11%)	**101-500**	4 (22%)
5,001-10,000	2 (11%)	**501-1,000**	4 (22%)
10,001+	8 (44%)	**1,001+**	2 (11%)

3.3 The type of dwelling which respondents managed in Haringey was predominantly general needs housing (67%), though a smaller proportion (28%) managed units which provided sheltered or supported accommodation to local residents. The remainder provided a mix of general needs and specialised housing services.

3.4 The survey sought to ascertain the number of local authority areas in which providers managed housing stock. Analysis of this data demonstrated that most providers (94%) managed housing stock in more than one authority, with just over half (55%) managing stock in 20 or more local authority areas (Table 2). Most respondents (78%) however, considered Haringey to be a 'core' authority in which the housing provider was actively engaged with local housing issues (Table 2).

Table 2 – Housing provider engagement			
No, of other LAs where stock is managed		**Haringey is a 'core' authority**	
0	1 (6%)	**Yes**	14 (78%)
1-10	4 (22%)	**No**	4 (22%)
11-20	3 (17%)		
21-50	6 (33%)		
51+	4 (22%)		

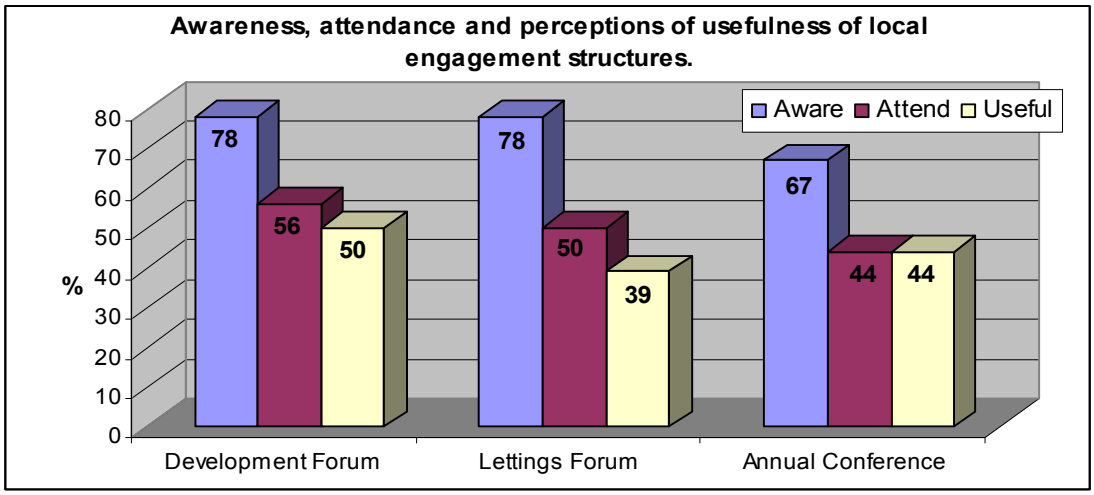
4. Engagement structures in Haringey

4.1 A number of engagement structures are operated through the Strategic and Community Housing Service to support partnerships among local housing providers these include; development forum (for new build), lettings forum and an annual conference themed around a local housing issue. Survey respondents were asked if they were aware of these engagement structures, whether representatives from their organisation regularly attended and if these were found to be useful.

4.2 It would appear that most respondents were aware of the various engagement structures supported by the Council: 78% of respondents were aware of both the development and lettings forums, while 67% were aware that an annual conference for RHPs is run each year (Figure 1).

Proportionally fewer respondents (range 44-50%) indicated that representatives from their organisation attended engagement forums (Figure 1). In respect of the perceived usefulness, the development forum (50%) was rated higher than the lettings forum and the annual conference (Figure 1).

Figure 1



4.3 Analysis of qualitative comments provided by registered housing providers suggest that the overall engagement framework provided in Haringey was not dissimilar to that provided by other local authorities. Although analysis elicited little direct feedback on the operation of any individual forum, it would appear that respondents were, on the whole, broadly satisfied about the overall engagement framework and it was noted that it enabled partners to keep up to date with local issues and policy developments:

'Generally good.'

'Generally satisfied.'

'The engagement structures are fine.'

'The Borough is good at involving its partners and keeping us updated especially about policy changes and new ideas.'

4.4 Positive perceptions of the local engagement were not however universal. It was evident from the response of one smaller provider, that they do not appear to be included within local engagement and communication processes:

'There is little engagement. I can't remember being invited to any of the forums mentioned above. Not sure if this is because we are a small provider.'

4.5 Analysis of responses identified a number of themes as to how the current engagement framework could be improved. A number of respondents suggested that more notice should be given as to when engagement forums take place together with more detail of what is planned to be discussed. This would allow providers to plan attendance and ensure that appropriate staff represent housing providers at meetings:

'There is never enough notice for me as an area manager to attend regularly, can this be considered please?'

'Better notice will certainly help.'

'Agendas need to be sent well in advance so the correct staff attend.'

4.6 To support this process, a number of respondents suggested that it might be beneficial if a housing engagement calendar was developed at the beginning of the year which included all meetings of the engagement forums. This calendar would enable housing providers to plan attendances at respective forums and allow wider and more consistent attendance:

'An annual calendar of meetings and forums would be helpful.'

'It would be helpful to have an annual schedule of meetings and action plan.'

4.7 Clearly, given varying scale of their operations and competing demands on RHPs, it may not be possible for representatives to be present at all engagement forums. In this context, it was noted that it was important that such forums (e)mailed out agendas, reports and minutes to ensure that providers were kept up to date about local housing issues and topics under discussion at local forums, even if they could not attend in person:

'Ensure invites to forums and discussion papers, minutes are e-mailed out so we are kept informed of developments.'

4.8 Providers noted that whilst engagement structures were integral to information sharing and supporting local partnerships, in the current climate of declining resources and increased pressures on officer time, there was a limit on the number of forums which representatives could feasibly attend:

'There is a danger of too many meetings when you bear in mind how many other LAs have expectations of their RSL partners.'

4.9 Similarly, providers felt that in the context of pressurised resources, it was important that engagement forums retained a clear remit and focus and where possible, were linked to specific outcomes. Therefore housing providers noted that it may be beneficial to assess the terms of reference and expected outcomes of local engagement structures to ensure that the work of these bodies was coordinated and delivered tangible benefits to participants:

'Improve links between development and housing management forums [as there is] increasing overlap….'

'Whilst forums are very useful to share information it would be a good to measure the outputs from the forums.'

'We feel that more could be done in these fora to encourage partnership working and resolve ongoing issues. It must be commented that these are useful bodies, but more work is needed to make them more effective.'

4.10 A recurrent theme in providers' contributions was that that the usefulness of engagement meetings to RHPs was determined by the perceived relevance of issues discussed. Thus whilst there was broad approval of the local engagement framework, there remained some uncertainty as to the benefits of meetings offered through the regular forums as opposed to ad-hoc, issue focused meetings:

'[Meetings] are useful only to some extent depending on the relevance of them to our service.'

'I am torn between the value of having one-off meetings around specific subjects and the need to have a regular forum where [housing association] reps can meet regularly with Haringey officers.'

'Whilst we do find the formal engagement structures useful we also feel that bilateral meetings are important to discuss specific scheme based issues.'

4.11 As RHPs manage housing units in other areas and have experience of other engagement frameworks, respondents were also asked to identify good practice which could be developed in Haringey. In addition to those already outlined above, another possible development was suggested was an annual meeting between the Council Executive and housing Chief Executives,

'Islington has an annual breakfast meeting with the Leader & Cabinet member for housing, senior council officers and the Chief Executives of associations working in the borough. This has worked well in the past.'

5.0 Partnership Agreement

5.1 The Council operates Partnership Agreement for local registered housing providers. This is a voluntary agreement, and although this is not legally binding sets out the roles and expectations of registered housing providers and the Council in responding to local housing needs. As well as providing details of local priorities, it also includes standards and processes for dealing with nominations, lettings, housing management and repairs.

5.2 The survey sought to ascertain whether respondents were aware of the Partnership Agreement and whether their organisation was a signatory. Analysis of these responses demonstrated that among this group of respondents, just over one-half (56%) were aware of the Partnership Agreement, though proportionally fewer (44%) were an actual signatory (Table 3).

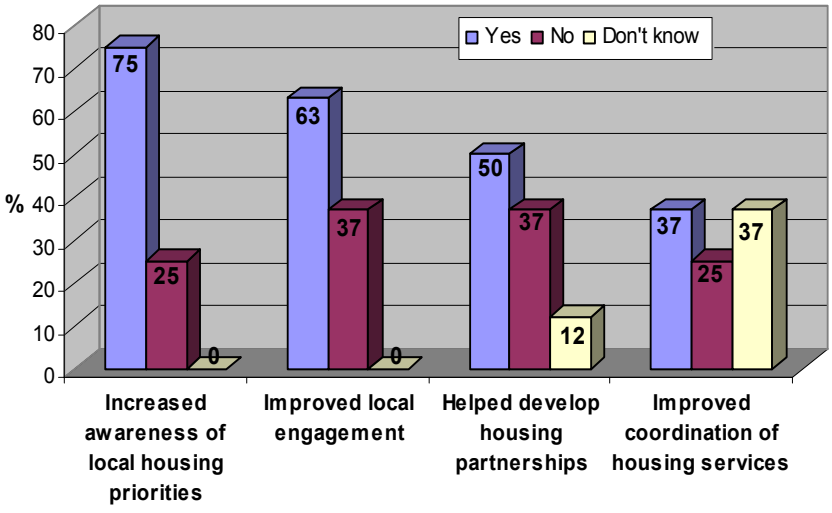
Table 3 – Awareness and signatory to Partnership Agreement

	Yes	No	N/A
Aware of the Partnership Agreement	10 (56%)	7 (39%)	1 (6%)
Signatory to Partnership Agreement	8 (44%)	6 (33%)	4 (22%)

5.3 Those respondents who indicated that they were a signatory (n=8), were invited to comment on how the Partnership Agreement had impacted on work

on local housing issues. Whilst a majority of respondents indicated that the agreement had increased awareness about local housing priorities and had helped to improve local engagement, respondents were les certain about its role in developing local housing partnerships and in coordinating housing services (Figure 2).

Figure 2 - Perceptions of the impact of the Partnership Agreement (n=8)



5.4 Given the absolute numbers of respondents that were signatories to the Partnership Agreement, there were correspondingly few qualitative comments to support the above analysis. Whilst there was some interest among non-signatories to know more about the Partnership Agreement, others perceived that further work may be needed to ensure that the commitments detailed in the agreement are translated in to practical outcomes:

'I am new to the area and would very much like to be part of a partnership agreement.'

'It doesn't feel like a very "live" document.'

'In our experience this is of limited value. Not sure what difference it makes as it is important that we work with you.'

6.0 Partnership Working

6.1 The review sought to ascertain what partnership work was already in place among local registered housing providers and to identify what role the Council could play to further support this work. Respondents were asked to describe examples of partnership work and to indicate the challenges and benefits experienced from such approaches.

6.2 In total, 11 respondents provided examples of work that they had undertaken in partnership with other housing providers, eight of which involved projects within Haringey. Analysis of these responses also demonstrated that

partnership projects are diverse, not only in terms of their scale but also in relation to the nature and focus work undertaken.

6.3 Analysis of qualitative data reveals that housing providers were working together on a very broad range of issues and processes, and that partnerships included not just RHPs, but also local Arms Length Management Organisations. It is also important to note, that local partnerships were not just among housing organisations, but often included other local statutory and voluntary agencies:

> *'[In] Haringey we have worked with (a registered provider], Councillors the Police and Community Safety at Academia way to improve security and tackle ASB on the estate.'*

6.4 Examples of different types of partnerships included joint procurement (i.e. of a mediation service), pooling organisational resources (i.e. for community investment) and the development of localised management arrangements or shared services (e.g. on multi-landlord estates).

> *'[We] work with other RSLs to deliver estates services in Sussex and Kent very successfully taking the lead role in multi landlord estates and running the estates community centres on their behalf.'*
>
> *'We have worked on the Campsborne project with Homes for Haringey and also on joint Neighbourhood Investment projects.'*
>
> *'In Hackney - joint procurement of Mediation Provider involving main housing providers in borough including Hackney Homes.'*

6.5 Further analysis reveals that a number of benefits were obtained through localised partnership arrangements between local housing providers. Three distinct benefits emerged from analysis of this data; improved knowledge, more coordinated response to local issues and improved cost effectiveness of services provided. These benefits were evident in the following excerpts from respondents:

> *'We have worked with RHPs, Councillors and the police to improve security and tackle ASB…. joint working ensured comprehensive approach to tackling problems and these have been resolved.'*
>
> *'We have worked with other providers to reduce anti-social behaviour. This joined up approach has ensured that problems are resolved before they become serious.'*
>
> *'Good VFM achieved through combining purchasing power.'*
>
> *'We have worked with [a large provider] on two estates to improve safety and security in response to resident requests…. When it comes to repairs & maintenance on the estate we can benefit from economies of scale in getting work done.'*

6.6 Given the range of areas in which RHPs are working together and the potential benefits that may be obtained, this would appear to further underline

the significant and wide ranging potential of partnership working among local housing providers.

6.7 Respondents were also asked to describe the challenges that registered housing providers faced in developing local partnerships, and what role the Council can play to overcome these. Given the number of providers and the geographical dispersal of their properties across the borough, it may be difficult for providers to identify potential partners. In this context, respondents indicated that it would be helpful if the Council could assist by helping to identify other housing providers with whom they may potentially collaborate:

'Help with identifying partners.'

'We would like to see the London Borough of Haringey work with us to identify potential partners in order to allow us to continue to deliver excellent services to our residents.'

6.8 Identifying potential housing partners and the case for partnership work may be relatively straightforward where for instance, a small number of providers manage significant numbers of properties in a discrete area (such as an individual estate). For those RHPs that manage predominantly street properties (individual or small groups of housing units on residential streets) whose properties may be more dispersed, the challenges are that much greater not only in identifying other housing providers with whom they may potentially collaborate but also the case for partnership work:

'All of our properties are either small discreet blocks or street properties. Not sure what sort of partnership working would be appropriate/workable.'

6.9 It was evident that in supporting partnership work more was expected of the Council than just helping RHPs to identify potential partners that may manage properties on the same estate or adjacent street. Analysis would appear to suggest that it may also be appropriate for the Council to lead and facilitate links among providers with common services or concerns across the borough, or perhaps lead in developing local partnerships to respond to local priorities or objectives:

'Yes, helping us to identify what other partners want to work together... in other areas we have provided domestic care to a housing scheme or had involvement from another housing org for the housing side of support whilst we provide the care.'

'[The Council] could lead on identified areas for joint working to ensure all appropriate partners are actively involved.'

6.10 Other areas which presented a challenge to local housing partnerships also stem, in part, from the number of housing providers that manage properties within the borough and the distribution of housing stock. Both large and small housing providers may manage stock in a number of local authority areas and may manage relatively few units in some of these local authority areas. Given

these practicalities, it may be difficult to obtain the leadership and ongoing commitments from RHPs to support effective partnership working:

'The challenges have been around getting commitment to joint working.'

'We have worked with [a large housing provider] on two estates to improve safety and security in response to residents requests. As the largest landlord on both estates we expected more leadership from [them] which would have speeded up the changes put in place.'

6.11 Smaller housing providers in particular, may experience practical difficulties in developing local partnerships given the amount and time-span over which they may be able to commit resources. Involving smaller registered housing providers in local partnerships however, may require further consideration:

'In the current climate, with limited resources, we are asked to contribute to costs. (As a small provider] we have the same problems and cannot commit large resources. We need to find a way of working together on joint schemes if appropriate, but need to find a way that we can pay for them as we use them rather then commit to a large programme.'

6.12 To promote partnership working, a number of respondents also indicated that it would be helpful to know more about what resources were available locally which could be used to facilitate or support this. This involved not only physical resources, but also the availability of specialist services which may be able to contribute to partnership projects undertaken by housing providers:

'Keep a register of community resources - community rooms/halls that could be shared with other local RSLs or the council.'

'We would also like to see periodic meetings with practical issues are on the agenda. This, again, will enable us to work in partnership to improve service delivery. [We] suggests that specialist services are invited to these meetings, for example, the noise section of Environmental Health, ASB or domestic violence advisors or other workers with similar specialism.'

6.13 Finally, there was a perception that although partnership working has many positive advantages, this was not always the most beneficial solution to local issues and that providers need to clearly weigh up the advantages of such arrangements:

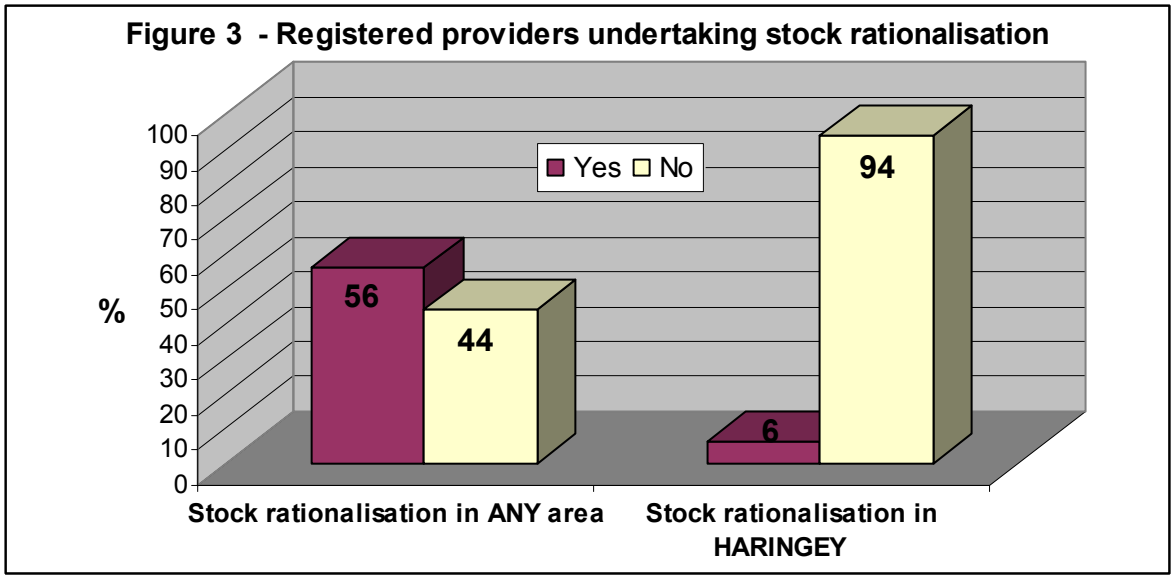
'We have four separate shared services. In two instances we are the landlord and another organisation provides support and in two the reverse applies. These arrangements prevent continuity of service, are less efficient in terms of staff deployment and offer a less flexible service to tenants. [Don't] pursue partnership for the sake of it, if a service isn't broken, don't fix it.'

7.0 Stock rationalisation

7.1 The survey sought to ascertain whether RHPs had undertaken any rationalisation of the stock that they managed within their property portfolio and specifically within Haringey (e.g. stock swaps, stock transfer, stock sale, delegated management agreements). The survey also sought to identify examples of stock rationalisation and the possible benefits this has brought to providers. Further still, housing providers were asked to identify particular challenges in stock rationalisation and what role the Council can play to help overcome these.

7.2 It would appear that although stock rationalisation is taking place among RHPs, this is by no means universal, with just over half (56%) of respondents indicating that their organisation was engaged in some form of rationalisation of housing stock (Figure 3). This figure falls significantly in assessments of stock rationalisation in Haringey, where just 6% of respondents indicated that their organisation has rationalised stock in the borough (Figure 3).

Figure 3 - Registered providers undertaking stock rationalisation



7.3 Those respondents whose organisations had rationalised housing stock provided varied examples in which this had taken place and exemplified the different rationalising processes available to housing providers. Analysis would suggest that registered housing providers have engaged in the stock rationalisation process irrespective of the size of their organisation, or the nature of the housing stock that they own or manage (e.g. general needs and specialist housing).

7.4 Analysis of qualitative data would appear to suggest that stock rationalisation is firmly on the agenda of housing providers, with most actively considering such options, if not having undertaken such processes already. It is apparent that that providers are actively assessing the distribution and management of their housing stock and looking for opportunities to rationalise:

> *'We are considering rationalisation in a borough which is furthest away from our centre because it's small scale and makes sense to rationalise in this borough.'*

'Where an organisation does not have a local office and has only a small number of units, it is also likely that that organisation is not looking to develop in the area and invest in partnership arrangements -it is in these circumstances that we would either be interested in taking on other stock or in [local authority's] where we are the minority player we would consider either disposal or management arrangements.'

7.5 Furthermore, it is apparent that a number of RHP are actively engaged in a stock rationalisation, in which housing stock is disposed in areas in which it has a minority interest and acquired in areas that are core to its business. This is exemplified in the response of a provider below:

'We have sold stock [to a registered provider] in Camden where we had small numbers, [this provider] was in a better position to provide local housing management service in the borough. We have done the same for general needs stock in Harrow,.... [and] have also recently taken on stock from [other providers] in Kensington & Chelsea.'

7.6 It is evident that providers have rationalised housing stock through a variety of mechanisms, including devolved management to another local provider, stock transfers, stock swaps and stock disposals. There would seem to be a preference however, perhaps among larger providers, to focus rationalisation on those processes that did not diminish organisational assets (i.e. devolved management and stock swaps):

'We are actively looking for other rationalisation opportunities, particularly through stock swaps.'

'We are not looking to diminish our asset base unless there are sound commercial reasons for doing so.'

Benefits of stock rationalisation

7.7 From the analysis of qualitative responses, it was apparent that there may be a number of benefits of stock rationalisation, both for the RHPs involved and for their respective tenants. Stock rationalisation that incorporated housing management being devolved to another more local provider, may have advantages given that this provider may have greater knowledge and understanding of local issues and may already have local resources in place (i.e. a housing office or housing officer). In this context, devolved management was perceived to be beneficial in that it provided a service that was more responsive to the needs of tenants:

'We have transferred some sheltered housing schemes to more local providers when for example they are in an isolated community away from where we work.'

'Most importantly, this has been beneficial to the tenants who now have a better housing management service.'

'We transferred four sheltered housing schemes in South Devon to a local organisation which was better placed to provide a more responsive service.'

7.8 Such rationalisation can also benefit those providers in receipt of housing stock (whether owned or managed), in that this may help the provider to increase its presence in an area where it has business interests, and possibly deliver more efficient housing management through improved economies of scale. In this context, it was evident that there may be multiple benefits for such providers:

'Benefits for us were that it increased our stock in a key Borough, implemented a decent homes programme and completed within 6 months and increased resident satisfaction in the area.'

7.9 Stock rationalisation was also seen as a process through which additional capital investment might be secured for investment in housing stock. Evidently some providers may not have sufficient capital to bring all housing in their portfolio to decent homes standard, and in this context, it may make sense to dispose of stock to a another local registered provider that sufficient capital to invest for such purposes. This can be beneficial to local both providers and of course, tenants:

'We transferred 600 properties in Croydon to [another provider] who had the resources to bring them up to Decent Homes Standards and already had a large presence in the borough.'

Challenges of stock rationalisation

7.10 Whilst there are evidently benefits, it is clear that providers may face a number of significant challenges in seeking to rationalise housing stock which they may own or manage. In previous analysis, it was noted that RHPs knowledge of other local providers underpinned the development of local partnerships. This was also important for stock rationalisation, in that providers cited that it was difficult to identify potential partners or had insufficient contact with other providers to enable potential rationalisation opportunities to be identified:

'Challenges faced were lack of frequent face to face contact with other [registered providers].'

'It can sometimes be difficult to find willing partners to engage with.'

7.11 Identifying collaborative partnerships to rationalise stock can be particularly challenging for small RHPs, as these may not have the established working relationships of larger providers or indeed, the resources to facilitate this. In this context, smaller providers may miss out on potential opportunities to positively engage with other providers seeking to rationalise housing stock:

'I think most of the larger RSLs know each other well enough to work directly with each other. I think smaller specialist local RSLs should be one the beneficiaries of stock transfers.'

7.12 Again, those providers whose housing stock predominantly comprised of street properties may face additional problems in identifying partners with whom to collaborate on potential stock rationalisation opportunities:

'We do not have many estates with multi landlords so we have few natural partnerships with other [registered providers] to draw upon.'

7.13 The existing condition of housing stock may also limit opportunities to rationalise housing stock. Older housing stock, which may require substantial investment, may be less attractive to potential partners in stock rationalisation:

'Where stock is old and in need of investment or has outdated design; it is unlikely that anyone else will be interested in it.'

7.14 Significant challenges still remain however, even when potential partners for stock rationalisation have been identified. There are evidently complex legal and financial processes which underpin stock rationalisation (disposal or local management). For some of these processes, it can be difficult for parties to reach agreement, particularly those concerning the value of the stock to be transferred. This was evidently a particular challenge to RHPs:

'The challenges were centred around values, agreeing stock condition.'

'It depends on the formula agreed for the price. This can be a deterrent.'

'Relative value is an issue and re-housing if the rationalisation involves disposal.'

7.15 Similarly, there may be existing legal conditions on the housing stock potential to be transferred which may need to be clarified before it can be transferred, sold or leased. In addition, providers may be in receipt of grants or loans in respect of such properties which may have legal and financial implications for providers wishing to dispose of stock and those seeking to acquire it:

'Historic charges and restrictions on title, and in planning permissions, which might affect a buyer's ability to refinance stock.'

'…. outstanding loan and grant.'

'…. repayment of grants.'

7.16 In this context, this can lead to lengthy legal processes which can be both time-consuming and costly:

'Protracted and costly legal process… .'

'This frequently involves lengthy and detailed negotiation with consequent legal costs.'

'These are complicated and take up a lot of resources.'

Which can be particularly disadvantageous for smaller providers:

'There is also a need to keep costs down particularly for small providers…...'

7.17 Aside from legal and financial considerations, the needs and concerns of tenants also need to be factored in to the stock rationalisation process, and their consent is normally required where the tenancy is transferred. Understandably, the transfer of housing stock from one provider to another may precipitate anxiety among such tenants, particularly when these may be older or vulnerable people.

'The biggest obstacle was the bureaucracy of obtaining consent to dispose, otherwise the process was fairly straight forward.'

'Closure of sheltered accommodation can be worrying for tenants.'

'….. understandable resistance of residents to change in some cases, e.g. sheltered stock.'

Role of council

7.18 Respondents were asked to indicate what role the council could play to help support those RHPs who may be considering the rationalisation of stock in Haringey. Given the problems encountered in identifying possible partners, it is perhaps no surprise to record that a RHPs indicated it would be helpful if the Council developed brokerage role, in which it facilitated contact between local providers interested in stock rationalisation:

'It could act as a broker.'

'Brokerage.'

'Act as a broker where you identify a larger or more remote [registered provider] for whom Haringey is not a core borough. Suggest likely recipients and bring them together.'

'[The Council] can help identify and bring together interested parties and promote rationalisation as a beneficial option.'

7.19 Further analysis of responses provided more detail of what might be expected of such a brokerage role if this was adopted by the Council. It was clear that brokerage may involve more than bringing interested parties together, but actively working with registered housing providers to identify those who are interested and willing to engage in discussions about stock rationalisation. An active brokerage role in this respect could save providers that are interested in stock rationalisation considerable time and expense:

'Establish a register of associations wishing to participate in [stock rationalisation].'

'If we were to consider taking on other [registered providers] stock in the borough we would wish the [Council] to hold a dialogue with those partners first to ensure that they had a desire to consider such a transaction. A lot of time 'could be wasted shopping around to no avail.'

7.20 In addition, respondents noted that it would be helpful to have greater clarity about what the Council expected from providers in respect of stock rationalisation. Further still, it was apparent that if the Council was seeking to adopt a proactive role in stock rationalisation, it would be helpful if there were greater consistency and coordination across the business of the Council which supported this objective:

> *'The [Council] needs to be more specific as to what they want from us [providers]. We sometimes get mixed messages, for example, we are asked for wheelchair units but lettings are not always forthcoming. Planners also make things difficult to manage and let e.g. no cars, communal roof gardens…and unrealistic sustainability agenda.'*

> *'Willingness of housing, legal and planning colleagues to vary planning consents or lift charges where restrictions are proving a barrier to stock modernisation or meeting housing need.'*

7.21 What is apparent is that RHPs who may be considering stock rationalisation face a complex, costly and lengthy process in order to achieve this. In this context, and in relation to the above comments, it is suggested that what may be of benefit to RHPs, is the development of a stock rationalisation *policy*, which sets out the Councils ambitions and the strategic priorities. Such a policy could also help identify roles and expectations of local stakeholders and how best priorities can be supported through the broader activities of the Council.

8.0 Other issues identified

8.1 This final section provides a brief summary of issues that were raised by respondents, which although related questioning within this survey) were not issues under primary investigation (engagement, partnership work and stock rationalisation).

8.2 Through the analysis of responses, it was evident that Anti Social Behaviour (ASB) was a common concern among RHPs. Within these responses it was clear that there has been engagement between the Council and among (and between) RHPs and that this has resulted in local partnerships to help tackle ASB:

> *'We have undertaken joint work to tackle ASB on estates and local neighbourhood, sharing information and issuing ABCs where youths are causing problems on estates away from the one they live on.'*

8.3 It was apparent however, that alongside other issues, ASB could provide a focus for local engagement and partnership work with RHPs and would be useful to them. A number of providers noted the existence of a local ASB forum which has proved beneficial in the past. It was noted that the reconvening of this forum may be beneficial to local cooperation and partnerships among RHPs and in contribute to strategies to combat ASB:

'Re-starting ASB forum may be of assistance to improve multi-agency approach. Could lead on identified areas for joint working to ensure all appropriate partners are actively involved.'

'… the ASB Forum hasn't taken place for sometime due to structural changes within the Council. A return to a form of engagement around ASB would be useful.'

9.0 Summary and Conclusions

9.1 This report summarises both quantitative and qualitative responses provided within a survey of RHP who own or manage housing stock in Haringey. The report details the responses of 18 providers, and although this may only represent a probable 1/3 of all providers, respondents included a broad range of providers (e.g. size of provider, nature of provision). In this context, it is suggested that the views presented in this report provide an illustrative account of registered housing providers on the issues under investigation (local engagement structures, partnership working and stock rationalisation).

Engagement structures

9.2 There was broad agreement that the current engagement framework, operated by the Council for RHPs, was broadly in line with service provision elsewhere. From survey responses it would appear that RHPs are aware of the different structures which make up the engagement framework and representatives attend regularly.

9.3 Overall there was broad satisfaction with the current engagement framework. There were however, a number of suggestions as to how this framework could be improved:

- Ensure that all meetings within the engagement framework are scheduled in advance in an annual calendar
- Agendas, reports and minutes from engagement meetings are systematically distributed among all providers
- That all forums within the engagement framework have a clear terms of reference and tied to specific outcomes.

Partnership working

9.4 There was strong evidence of partnership working among registered housing providers. Partnership projects included a wide range of issues and processes and included both housing and non-housing partners. There appeared to be three main processes which underpinned local partnership working these were identified as:

- Joint procurement
- Pooled resources for community investment
- Shared services.

9.5 From the examples provided, it was clear that housing providers found that there was greater incentive to develop local partnerships where these focused on practical benefits to tenants, were tied to specific outcomes and were time limited. Analysis of the examples of partnerships between providers also revealed that there were three potential benefits to these arrangements:

- Improved knowledge and understanding of local housing issues
- Helped to develop a more coordinated and comprehensive response to local housing issues
- Improved the cost effectiveness and value for money of housing and other related services.

9.6 Respondents also identified a number of potential barriers to partnership working among RHPs. Knowledge of other RHPs that manage or own housing units in the locality is clearly prerequisite to forming collaborative partnerships, and respondents indicated that the Council could play a role in facilitating contacts among housing providers. Respondents also noted that registered housing providers were looking for leadership, commitment and support for partnership working from both the Council and large RHPs in the borough.

9.7 From the responses provided within this report, particularly given the scope of existing projects, it is apparent that there is significant potential to further develop and extend the range of partnerships currently in operation in the locality. Furthermore, such partnerships and the benefits that they may accrue may be acquired through limited further investment beyond what may be already provided (i.e. engagement framework).

Stock rationalisation

9.8 RHPs may have stock that is dispersed across wide geographical areas and located in many different local authorities. From the data gathered in this report, it was evident that, in some instances, it may be beneficial for RHPs and tenants, if housing stock was rationalised and business operations focussed in a smaller number of areas. The report has shown that housing providers are actively considering stock rationalisation and in some cases, have already initiated such projects (though very few of these have been in Haringey).

9.9 Analysis would appear to suggest that providers have engaged with different types of stock rationalisation including disposal, transfer and devolved management. Participating RHPs indicated that organisation and their tenants had derived a number of possible benefits from such stock rationalisation processes, which included:

- Enabled providers to acquire stock in an authority which is core their business which may:
  - improved economies of scale
  - provide greater value for money
  - Improved access to capital investment funds (for decent homes)
- Facilitated more localised models of housing management which may:
  - develop services more that are more sensitive to needs of tenants
  - improved quality of services to tenants.

9.10 Stock rationalisation is however, not a straightforward process. Indeed, RHPs that participated in this survey noted that the process of transfer of housing stock involved complex legal and financial transactions which can be both

lengthy and expensive (which can be a disincentive to smaller organisations). Particular hurdles identified by respondents included:

- Agreeing values of stock
- Legal constraints on stock
- Grants or loans associated with the stock.

9.11 One of the key barriers to those providers considering stock rationalisation was the available knowledge potential partners; that is, housing providers who may be considering to acquire or dispose of stock in the local area. In this context, respondents indicated that the Council could play an active brokerage role, to facilitate contact between local housing providers, or the establishment of a local register of providers willing to engage in stock rationalisation.

9.12 But perhaps most importantly, providers may be looking for further local guidance and support when considering stock rationalisation. To this end, the Council may wish to develop a stock rationalisation policy which sets out local priorities and objectives, the expectations of local stakeholders considering such approaches and the identification of any resources which may be able to support this process.

Appendix C – Mapping of Social Housing in Haringey

Figure 1 – Map of ALL social housing in Haringey (postcode)

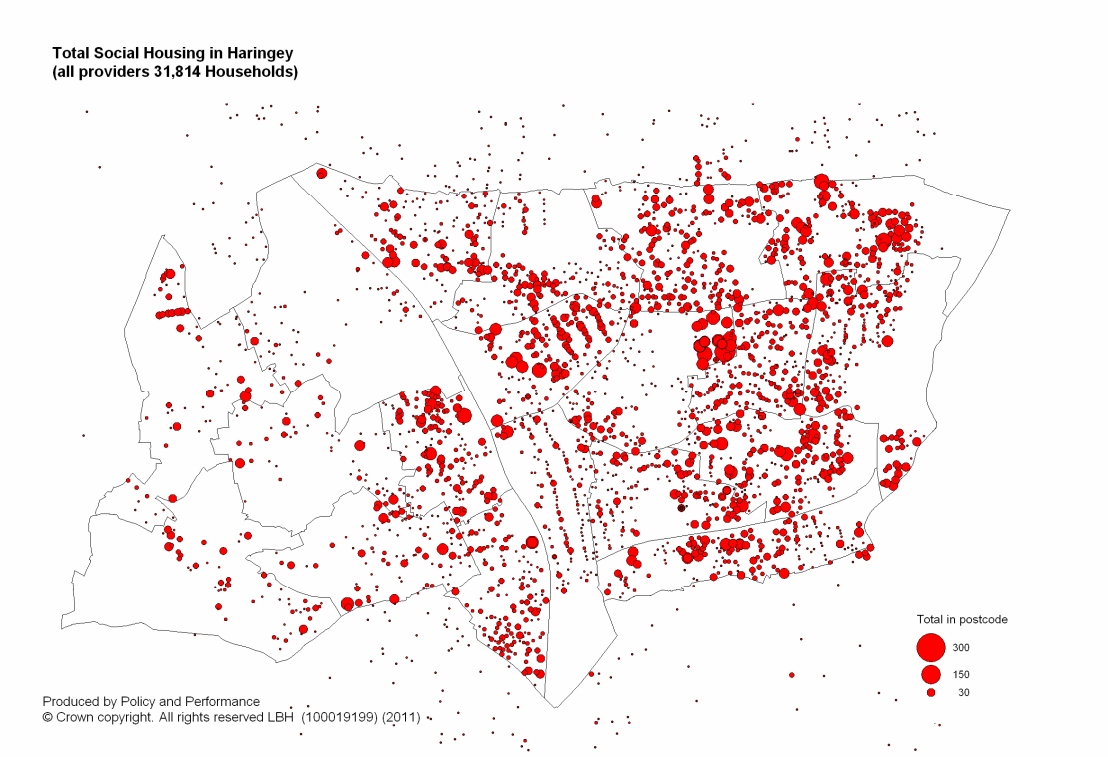


Figure 2 – Mapping of Social Housing in Haringey: 6 largest providers

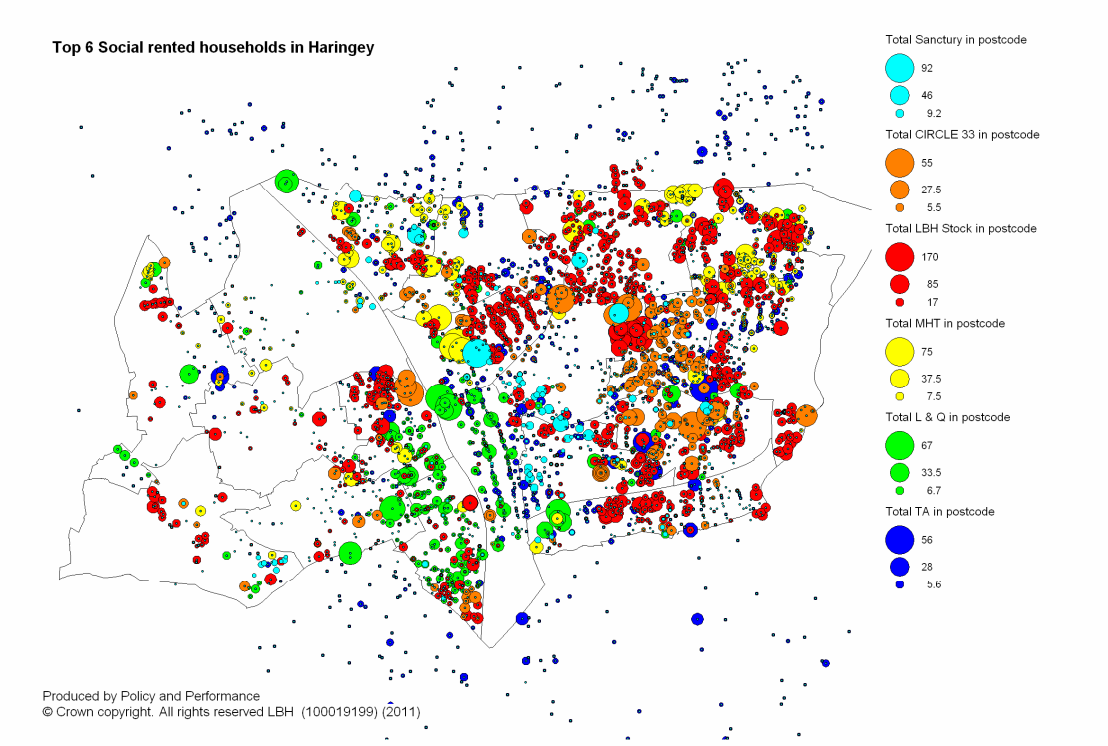


Figure 3 -Council and RHP owned stock in the White Hart Lane Area

Agenda Item 7

Haringey Council

Report for:	Cabinet on 20 March 2012	**Item number**	

Title:	Homes for Haringey Business Plan 2012 - 17

Report authorised by :	Mun Thong Phung Director of Adult and Housing Services Signed: pp Date:08.03.12

Lead Officers:	Phil Harris, Deputy Director Community Housing Services Tel:0208 489 4338 E-mail phil.harris@haringey.gov.uk Rowann Limond, Director of Resources Tel:0208 489 5339 E-mail rowan.limond@homesforharingey.org

Ward(s) affected: All	Key Decision

1. Describe issue under consideration

1.1 The report will seek Cabinet agreement of the Homes for Haringey (HfH) Business Plan 2012-17, which has been developed in consultation with the Community Housing Service and the Cabinet Member for Housing.

1.2 The Community Housing Service recommends that Cabinet agrees the Homes for Haringey Business Plan for 2012 -17,which is attached as an appendix.

1.3 The view of the Community Housing Service is that the business plan is comprehensive and shows how Homes for Haringey will effectively support

Haringey Council

delivery of the Council's vision and priority outcomes, the Haringey Housing Strategy and the Haringey Strategic Partnership's Sustainable Community Strategy.

2. Cabinet Member Introduction

2.1 I welcome Homes for Haringey's Business plan for 2012-17. Homes for Haringey is committed to providing excellent services to residents and to managing and maintaining Council homes in Haringey to the highest possible standard. Homes for Haringey works closely with the Council to achieve One Borough, One Future.

2.2 Following the Government's reduction of the Decent Homes funding, Homes for Haringey have worked closely with tenants and the Council to revise the scope of works and to aim to achieve the revised target of 87% homes decent by 2015.

2.3 I note the business priorities for 2012 -13 and note that some very important and substantial projects and changes will be introduced this year and that these along with the plans for 2012 – 17 will assist in achieving the recently announced "tenants top ten priorities."

1. Be much stricter on enforcement and make estates safe places to live (design out crime)
2. First impressions count – let's have estates that both residents and staff take pride in
3. Homes for Haringey must find ways to invest in Haringey (new build, re-build, regenerate)
4. Improve customer service: phones, face2face
5. Ensure we get repairs right – from first contact to Right First Time
6. Opportunities (training and work) for all residents in the borough, particularly young people
7. Improve how effectively teams and individuals work together to provide a seamless service
8. More support for the most vulnerable
9. Reduce bureaucracy – the "quick fix" approach
10. Homes for Haringey to do more in-house, deliver wider range of services, deliver services to others.

2.4 I will of course continue to work with the Chief Executive of Homes for Haringey and Homes for Haringey's Board and the Director of Adult and Housing Services to ensure that the priorities are monitored and on track to deliver.

Haringey Council

2.5 All efforts in the past year has been noted in striving for continued improvements in the Housing Services. With all the changes being implemented in all aspects of housing from new build to other key areas there is a need for us all to maintain continuous improvement.

3. Recommendations

3.1 The Community Housing Service recommends that Cabinet approves the HfH Business Plan 2012-17.

4. Other options considered

Not applicable.

5. Background information

5.1 The HfH Business Plan was agreed by the HfH Board on the 30th January 2012.

5.2 The Business Plan includes a summary of HfH's five year Medium Term Financial Strategy (and other financial information in the three year planning format required by the Council's Business Planning framework).

5.3 The plan also includes a summary improvement plan that shows HfH's business priority projects for 2012/13 – these are the projects / programmes that are reported to the Council and Board on a quarterly basis. The plan also includes the key performance indicators to be reported to the Council.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 Homes for Haringey is a company owned and controlled solely by the Council with no share capital and limited by guarantee. The Council undertakes to provide financial support to enable the company to continue to operate as a going concern.

6.2 Homes for Haringey provide a range of functions in relation to the management and maintenance of the Council's housing stock as detailed in the Management Agreement.

6.3 As indicated in paragraph 8.5 of the Business Plan the Council's Housing Revenue Account is managed through the Homes for Haringey company account ("Company Accounts"), Council budgets for which management is delegated to the company ("Managed Accounts") and the Council's residual budgets ("Retained Accounts").

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6.4 Each year the Council, in respect of the services provided directly by the company, agrees to pay a management fee which in 2012-13 is £40.773m. In accordance with the Council's direction and budget strategy this represents a saving of 5% on the 2011-12 budget which has been allocated between services largely at the discretion of the company. The company have budgeted to break even in 2012-13.

6.5 Paragraphs 8.3 and 8.5 provide details of the Council's capital programme and Housing Revenue Account for the next three and five years respectively. For the years beyond 2012-13 the figures are indicative and will be reviewed as part of the Medium Term Financial Plan in accordance with the Council's normal financial planning process. The main features in relation to 2012-13 are as follows:

6.6 **Capital programme**

	£m
Decent Homes – partly financed by Government grant of £17m.	25.3
Capitalised repairs	4.6
Boiler replacements and major repairs	3.5
Lift renewals	2.2
Other programmed works and professional fees	6.5
Projects	1.9
TOTAL	**44.0**

Housing Revenue Account	Change from 2011-12	
	£m	£m
Rental income	(80.2)	(5.2)
Management	18.7	(3.3)
Maintenance	18.6	(0.4)
Allocation for capital purposes	19.4	5.8
Interest etc	16.0	(4.1)
TOTAL	**(7.5)**	**(7.2)**

6.7 The service and financial aspects of the Business Plan will be monitored on a monthly basis to ensure that the objectives are achieved.

6.8 The council is currently carrying out a review of the management of the Housing Revenue Account to include the distribution of responsibilities between itself and Homes for Haringey. This will also cover the production of future business plans.

7. Head of Legal Services and Legal Implications

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7.1 The 2012/17 Business Plan has been prepared in accordance with the September 2011 Management Agreement. It recognises the impact of the main reforms under the Localism Act 2011 in terms of regulation, accountability, tenure, allocations and housing finance and also the proposed welfare reforms set out in the Welfare Reform Bill.

7.2 There are no further legal implications arising from this report.

8. Equalities and Community Cohesion Comments

8.1 Equalities and diversity is a cross-cutting theme in HfH's Performance Management Framework and in all aspects of their service delivery through the organisation's business and team planning process.

8.2 The HfH Business Plan is supported by the HfH Equalities & Diversity strategy and Equal Opportunities policy, as referenced in sections 7 and10 of the plan, and these documents jointly set out HfH's approach to equalities and diversity.

8.3 HfH's approach to Community Cohesion is set out in its Equal Opportunities Policy and supplemented by work being undertaken to deliver on HfH's Resident Involvement Agreement (referenced in sections 7 and10 of the plan).

8.4The Business Plan and these supporting documents confirm that both the principle of equality and diversity and HfH's approach to community cohesion is fundamental to the organisation's work and its relationships with staff and residents.

9. Head of Procurement Comments

9.1 Not applicable (HfH's Procurement Strategy is referenced in section 10 of the plan and sets out HfH's approach to procurement. Decisions on HfH's Capital, Decent Homes and other applicable contracts go to the Council's Procurement Committee / Cabinet as separate reports).

10. Policy Implications

10.1From a policy context, the Business Plan confirms that HfH supports the Council's '*One Borough, One Future'* vision and outcomes.

10.2The Business Plan also describes the work HfH is delivering in support of the Haringey Housing Strategy, the Council Plan, and the Sustainable

Haringey Council

10.3 Community Strategy, and takes into account the requirements of the wider national, regional and sub-regional policy context.

10.4 The plan was developed in consultation with a range of stakeholders, including the Cabinet Member for Housing, Council officers, residents, HfH staff and Board members.

10.5 The plan confirms the continuation of HfH's vision: HfH wants '*to be an outstanding housing provider - an organisation of which our residents and our partners are proud'.*

10.6 The plan also proposes the continuation of HfH's long-term strategic aims which have been agreed by the Council as linking in with the Council's own strategic priorities:

- To deliver excellent services
- To provide better homes
- To help develop stronger and safer communities
- To become an excellent well-led organisation
- To deliver Value for Money.

10.7 These strategic aims are supported by annual business priorities described in detail in sections 11 and 12 of the plan.

10.8 HfH has submitted its Business Plan for 2012–17 to meet the requirements of the Council's business planning timetable and framework.

11. Use of Appendices

11.1 The Business Plan is being submitted to the Cabinet for approval as:

- Appendix 1: Draft Homes for Haringey Business Plan 2011–16

-The cabinet is asked to note that this document includes HfH's Improvement Plan 2012/13 in Section 12.

12. Local Government (Access to Information) Act 1985

12.1 Council's Housing Strategy

12.2 Council Plan

12.3 Sustainable Community Strategy

12.4 HfH Business Plan 2011-16

12.5 Audit Commission Inspection report 2010

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12.6 Council's Performance Management Framework

12.7 HfH Medium Term Financial Strategy

12.8 HfH Asset Management Strategy

12.9 HfH Customer Access Strategy

12.10 HfH Environmental Sustainability Strategy

12.11 HfH Equalities and Diversity Strategy

12.12 HfH Equal Opportunities Policy

12.12 HfH Financial Strategy

12.13 HfH Performance Management framework

12.14 HfH Procurement Strategy

12.15 HfH Resident Involvement Agreement

12.16 HfH Risk Management Strategy

12.17 HfH Value for Money Strategy

12.18 Vulnerable Tenant Strategy

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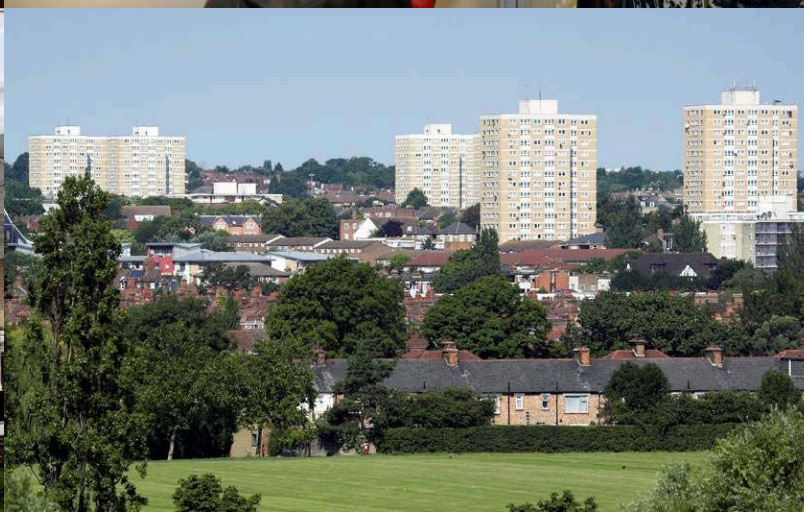
Homes for Haringey Business Plan 2012/17



Homes for Haringey

Haringey Council

working together

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1. Introduction

Homes for Haringey (HfH) is committed to providing excellent services to residents, and to managing and maintaining council homes in Haringey to the highest possible standard. This year we launched a 'Big Conversation' with residents, staff, Council partners, and other stakeholders. This consultation has helped determine our business priorities for the future that are the basis of this business plan. These priorities will change the way we work as an organisation, and are set out in more detail in sections 11 and 12.

The business priorities will ensure we continue to work closely with the Council to support their vision of *'One Borough, One Future'* and help them maintain their ambition for a *Better Society*. The business plan sets out the work we are doing to support the five outcomes agreed by the Council and their partners as part of this vision. The work we deliver also supports the Council's *Housing Strategy*, the *Council Plan* and Haringey Strategic Partnership's *Community Strategy*.

We have already achieved much as an organisation and have been working with the Council and residents to deliver Decent Homes and improve services. We brought over 5500 homes in the borough up to the Decent Homes standard and resident satisfaction with the works was consistently high. This work has helped to regenerate estates and neighbourhoods for local communities. Following the Government's reduction of Decent Homes funding, HfH has worked with residents and the Council to revise the scope of works included in the programme to ensure that we address absolute priorities. The focus, therefore, has switched to an 'elemental' approach which includes external works and internal essential health and safety works only, and we are now delivering this work.

We are also working with the Council on a stock options appraisal they have commissioned and are preparing a 30 year business plan to assess future funding requirements of the housing stock. This work is assisting us in the move to a self-financing Housing Revenue Account (HRA) in April 2012, in line with Government policy, and we are preparing for the risks and opportunities that this change affords. The financial context and local government financial settlement continues to mean that Haringey Council has a greatly reduced budget over the coming years. Our aim is to work in close partnership with the Council to help ensure residents receive the best possible services.

This business plan sets out our five year financial plan and summary business priority improvement plan for 2012/13. The plan explains services provided by HfH to the Council in return for an annual management fee and describes the framework within which services are delivered. The plan is updated annually by HfH, taking into account residents' views, and then formally approved by the Board and Haringey Council. The Board is responsible for approving the plan on behalf of the company and ensuring that services are delivered and that targets are met.

We are pleased with our progress as an organisation and hope that we can continue to contribute to meeting the aspirations of residents and partners in Haringey.

1.1 Vision, Aims, Priorities and Values

Our Vision
We want to be an outstanding housing provider - an organisation of which our residents and our partners are proud.

Our Aims
We have five long-term strategic aims to ensure we achieve our vision. These long term aims were developed in consultation with our residents, Council, Board and staff. They are:

- To deliver excellent services
- To provide better homes
- To help develop safer and stronger communities
- To become an excellent well-led organisation
- To deliver value for money

Running through these strategic aims are four cross-cutting themes: equalities and diversity, involving residents, sustainability, and working in partnership with stakeholders.

Our Business Priorities for 2012/13
Our business priorities are reviewed and updated on an annual basis to ensure we are responsive to both the national and local context. We have seven new Business Priorities for 2012/13 that will help determine the future of HfH. The priorities are:

- Service Excellence
- Capital, Regeneration and Energy
- New Vision for the Housing Management Service
- People
- Finance, Efficiency and Value for money
- New Business

These priorities are described in more detail in section 11 of this plan.

Our Values
We have also worked with staff, residents and the Board to agree our values. HfH serves a diverse community. Working here means:

- customers are at the heart of everything we do
- getting it right first time
- everybody takes responsibility for delivering on our promises
- welcoming feedback and using it to improve
- we achieve more through teamwork and value everyone's contribution
- treating everyone with equal respect.

HfH aims to have transparent policies and procedures, and provide services that are easily accessible to customers. We also aim to work in close partnership with all stakeholders.

1.2 Local context

HfH manages 20,651properties on behalf of the London Borough of Haringey: 14,771 tenanted general needs, 1,365 supported and community good neighbour, and 4,491leasehold. There are also 24 co-operative properties. The stock condition survey in 2003 showed that 58% of tenanted stock did not meet the government's Decent Homes Standard. We have brought over 5,500 properties up to the Decent Homes standard and the level of non-decency of the housing stock is expected to be 29.8% in March 2012. The non-decency target for the housing stock that HfH has agreed with the Homes and Communities Agency is 13% by 2015 (though this is subject to future funding announcements).

HfH serves a diverse community. Haringey's population is the fifth most ethnically diverse in the country: about half of the 225,000 residents come from minority ethnic backgrounds bringing cultural diversity and vitality to the borough. The population is young and growing. There are 53,800 children and young people under the age of 20. Over half (above both the London and England averages) is under the age of 35. Between 1991 and 2001 the population grew by 8% and is projected to grow by a further 11.1% over the next 25 years, according to the Office of National Statistics. This growing population presents opportunities, but also challenges. Haringey is the 13th most deprived borough in England and the fourth most deprived in London. Pockets of extreme deprivation are most evident in the east, where most of the homes we manage are located. Over one in five households is classified as overcrowded and some 3,144 households are in temporary accommodation; this is the highest in England.

Just over 30% of households in Haringey live in social housing. Our records show that 62% of council tenants are female and 38% male; 50% of tenants are White (of which the largest group is White British – 27% of all tenants) and 50% from other ethnicities (36% are Black, 6% are Asian, 1% mixed, and 7% belong to other ethnic groups). According to 2001 Census data 22% of council tenants are disabled or have a long term limiting illness.

We carried out our most recent tenant satisfaction survey in 2011 - the results are currently being analysed and the findings will be shared with the Council and residents when the analysis has been finalised.

1.3 Working in partnership with the Council

We work in close partnership with Haringey Council to help achieve Council priorities. HfH is responsible for management of the Council's housing stock, delegated under Section 27 of the Housing Act 1985. This responsibility includes housing management, rent collection, leasehold management, repairs, tenant involvement, maintenance of the housing stock, and asset management planning. The Council has retained the strategic housing service, including lettings, allocations and homelessness, and manages the aids and adaptations process. The relationship between HfH and Haringey Council is set out in the Memorandum and Articles of Association, the Management Agreement, and associated documents. We hold monthly monitoring meetings with the Council. Our Management Agreement was originally for five years, until 2011, but the Council voted unanimously to extend it until 2017.

We also support the Council's Housing Strategy, which sets out a vision for the future of housing in the borough. The vision is to create: "*Neighbourhoods that people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations*". The strategy identifies five aims to help achieve the vision and we contribute to each of these aims:

1. To meet housing need through mixed communities which provide opportunities for our residents
2. To ensure housing in the borough is well managed, of high quality, and sustainable
3. To provide people with the support and advice they need
4. To make all homes in the borough a part of neighbourhoods of choice
5. To contribute to creating the Greenest Borough.

We also contribute to delivering the Council's corporate outcomes as set out in the '*Rethinking Haringey: One Borough One Future'* strategy document and engage in wider partnership working to support the Haringey Strategic Partnership's '*Sustainable Community Strategy'*. Our work to support the Council's proposed draft priorities for 2012/13 includes:

1. **Grow local jobs –** We have an apprenticeship scheme for our Repairs Service that recruits, trains and employs young people from the local area.
2. **Reinvigorate our regeneration priorities –** We have been working closely with the Council as they develop their regeneration plans for Tottenham. As part of this work, over 60 of our staff, including our Leadership team, went out door knocking in Tottenham to assist with the Council's consultation.
3. **Tackling the housing challenges –** We agree our Decent Homes and Capital programmes with the Council to ensure it delivers investment in the housing stock in line with their priorities.
4. **Improving outcomes for young people and forging a new relationship with schools –** We have launched 'Project 20:20' which aims to improve the life chances for young people in the Northumberland park area, and we have an ongoing work experience programme with local schools.
5. **Cultivating a culture of excellence –** We are creating a culture of excellence through our strong ongoing organisational development work; which we have evidenced through our attainment of the *Customer Service Excellence* accreditation and the *Investors in People* Silver Status Award.

1.4 National Context

HfH's business plan also responds to the national context, and takes into account the following changes and challenges:

1. Local Government financial settlement: The comprehensive spending review and subsequent local government financial settlements reduced Haringey Council budgets substantially over a three year period. HfH is working closely with our Council partners to ensure tenants receive the best possible services in this difficult financial context.
2. Localism Act: HfH is responding to the Government's Localism Act which aims to drive up public sector standards by strengthening tenant scrutiny and accountability to local communities. We have a wide range of themed resident panels and have established a resident scrutiny panel to ensure our services are planned and delivered around local people's needs.
3. Social Housing reform: We are working with the Council's Community Housing service to respond to the wider reforms of the Localism Act, which include changes to key aspects of social housing provision relating to tenure, allocations, provision for homeless people, and mobility.
4. Council housing finance reform: HfH is preparing for the move from the central HRA subsidy system to a self-financing model by April 2012.
5. National Housing Strategy: The Government's housing strategy aims to stimulate the housing market and increase its stability, to support choice and quality for tenants, and to improve environmental standards and design quality.
6. Reduction in Decent Homes funding: In 2010/11, the Government announced a significant reduction in Decent Homes funding. We consulted the Council and residents and have amended our Decent Homes programme to focus on essential external and health & safety work to make best use of the reduced funding.
7. New housing regulator: The Localism Act also confirms the abolition of the Tenant Services Authority (TSA) and transfer of its remaining functions to the Homes and Communities Agency (HCA). The role of the HCA in London will be transferred to the Greater London Authority (GLA) and this gives the Mayor of London and the GLA greater decision making powers through the London Housing Strategy.
8. National Housing Standards: The National Housing standards first established by the TSA remain in place and are currently being updated. The standards will continue to focus on the need for strong relationships between landlords and their tenants at the local level. HfH will continue to place tenants at the heart of shaping, influencing and monitoring the services they receive.
9. Benefit reform: The move from the existing system of Housing Benefits to the Universal Credit will have an impact on Council tenants and HfH is reviewing its Income Management provision to ensure we are ready to provide support to those affected.
10. Environmental sustainability: The Government has confirmed its ongoing commitment to sustainability and reducing carbon emissions, and HfH already has a strong focus in this area, as set out in our Environmental Sustainability Strategy.

1.5 Achievements in 2011/12

Since HfH was set up in 2006 we have achieved a great deal. This section summarises some of the highlights from 2011/12:

Improving services to the community

- Our new Feedback scheme has been very successful since it was launched in April 2011. Satisfaction levels with outcome and handling are high and we are spending less on compensation.
- We ran a successful communications campaign to inform customers of changes in the Decent Homes programme. They have received written communication tailored to their estate and had the opportunity to telephone for information, view updates on the web and to attend local drop in sessions.
- We completed works to 26 of the Council's 29 sheltered housing schemes with works to 695 dwellings and resident satisfaction at 99.5%.
- Leaseholder services have been improved with the introduction of their own blog, a first mystery shop by leaseholders, and the ongoing work of the Key Leaseholder Scheme.
- Over 1000 residents completed a customer access survey. We are using the results to plan services for the future.
- The second HfH Annual Report has been produced with much greater involvement from residents.
- We received positive feedback from our residents following our response to the Tottenham disturbances.

Operational achievements

- We completed a re-structure of Property Services and performance is being maintained following a reduction of over 20 staff.
- We re-located our Haringey Repairs Service (HRS), including the Control Centre, to a single location in refurbished offices at Broadwater Farm Community Centre. By bringing voids and repairs operatives together we now allocate resources across services where there is the greatest demand.
- Significant numbers of our repairs operatives are mobile working, which is improving productivity and the number of repairs carried out 'right first time'.
- When Kinetics went into administration during the summer, affecting over 5000 customers, we overcame this with minimum disruption. Following a slight dip in performance, gas safety checks are now back to 100%.
- Many office based staff are now SMART working (flexible and some home-based working) and this has led to improved efficiency and reduced costs.

Awards and accreditations

- We successfully retained Customer Service Excellence Accreditation in a re-assessment in December 2011 for a third year. The assessor stated that we've made significant progress and are now fully compliant with the standard.
- We won the top award in the 'Serving the Community: Best Organisation' category at the national WOW award ceremony in November 2011.
- HfH is listed as "One to watch" in the Times Best Companies Survey.

2. The 'Big Conversation' and Business Planning

2.1 The Big Conversation

We involve residents, staff, Board and Council partners in setting the strategic and operational priorities for the business plan. From September to November 2011, we undertook a widespread consultation, the 'Big Conversation', to determine our business priorities, which included consulting:

- Staff through our Chief Executive Paul Bridge's visits to the organisation
- Four further staff workshops focussed on each of our four main service areas
- Consultation at our staff conference
- Residents at our Tenants' Conference and a residents' workshop
- Senior Council managers and other partners.

This exercise builds on the findings of widespread consultation we have undertaken in recent years, which has included a large scale door knocking consultation and a consultation on residents' aspirations.

The key findings from the Big Conversation have been used to determine the strategic business priorities set out in sections 11 and 12. The wider range of findings from this consultation will also inform team plans for 2012/13.

2.2 Business planning

The Big Conversation consultation has helped to set our Business Plan and our team plans for 2012/13. Team managers have also consulted our residents' panels as part of our annual team planning process, with the focus being on developing each team's 'local offer' to residents.

Therefore, in developing the business plan and supporting team plans, key inputs taken into account include: the findings of the Big Conversation; resident, staff, Board, and Council input; Tenant and Leaseholder satisfaction survey findings; Value for Money service reviews; Inspection report recommendations; available resources; and existing HfH strategies.

The business plan sets out the organisation's vision, strategic aims, business priorities and operational targets, and team plans identify how each team contributes to delivering on these priorities. The Business Plan works at three main levels within HfH:

> **Organisational:** The vision and strategic aims set out in the business plan say what we are trying to achieve and are supported by annual business priorities and associated improvement projects.
> **Team:** Team plans set out the operational priorities for each team and its business area, what that team plans to deliver in the year ahead and the key activities needed to do this.
> **Individual:** Staff appraisals then set out the objectives for each member of staff in order to deliver what is in the team plan.

The HfH Board is responsible for approving the plan on behalf of the company and aims to ensure that services are delivered and targets are met. The key strategies that support our business plan are set out in section 10 of this plan.

3. Performance

HfH's key performance indicators are monitored by our Leadership Team, our Board and the Council's Community Housing Service. If any area is underperforming, the head of service produces an exception report that explains the reasons for the poor performance, provides evidence for this, and proposes and implements an action plan to address the issues identified.

The Board and Council have agreed their own different subsets of the full key performance indicator set that are reported at Board meetings and at monthly and quarterly meetings with the Council respectively. The key performance indicator targets are agreed with the Board and Council on an annual basis. The Performance Tables at Appendix A show the key performance indicators that HfH will be reporting to Haringey Council at monthly and quarterly meetings in 2012/13.

We have also worked with residents to set up a "Residents' Top Ten" – the ten performance indicators that residents feel are most important to them. We report our performance against these ten performance indicators regularly through our Resident Newsletter 'Homes Zone' and through our website. As at December 2011, we were achieving or exceeding target on seven of the ten areas that mean most to our residents (our Residents' Top Ten is to be reviewed with residents as part of our annual performance review and we will be discussing this with the Community Housing Service once we have initial resident feedback on the indicators they want to see reported to them in 2012/13).

Summary of performance in 2011/12

Our performance reporting identifies the HfH services that are performing well, those areas where performance is moving in the right direction, and those areas where targeted improvement work is being undertaken to increase performance.

As at 30th December 2011:

- We are performing well on: Quick Fix complaints, repairs appointments kept, voids repairs, gas safety certificates, right-to-repair jobs and day to day service charge collection.
- We are moving in the right direction on: welcome visits, estate cleaning grades, telephone answering, and invoice payment.
- Areas of concern that we are working to address are: residents with over seven weeks of outstanding arrears and feedback service investigations.

Our quarterly performance reports contain full details of our plans to improve performance in the above areas. These reports are available at the following web address:
http://www.homesforharingey.org/almo/about/our_performance.htm

The Quarter 3 update of our Improvement Plan dashboard, which shows progress against our 2011/12 improvement projects, will go to our February Performance Committee and the February monthly meeting with the Council.

Appendix A to the HfH Business Plan will include our key performance indicator targets for 2012/13.

4. The National Housing standards

The Homes and Communities Agency (HCA) is taking over social housing regulation from the Tenant Services Authority (TSA) in April 2012. However, the national housing standards introduced by the TSA will remain in place. HfH has assessed itself against the existing standards with resident and stakeholder input and believes it is compliant. HfH works with residents to produce an annual report to let all tenants and leaseholders know how we are meeting the standards:

http://www.homesforharingey.org/almo/news/annual_report.htm

The national housing standards place a strong emphasis on the relationship between landlords and their tenants at the local level. HfH have set up a resident scrutiny panel that ensures our tenants are at the heart of shaping, influencing and monitoring the services they receive (for further information on this panel see section 7).

We also review our 'local offers' as part of our annual team planning process, with team managers checking that their service standards meet residents' requirements and the national standards. Our service standards are closely linked to the national standards and are set out at the following address:

http://www.homesforharingey.org/almo/about/our_service_standards.htm

The national standards framework is being updated and is currently being consulted on until February 2012. The new framework proposes a clear distinction between economic and consumer standards. There are three economic standards, covering:

- Governance and financial viability
- Value for money
- Rent (previously part of the tenancy standard).

There are four proposed consumer standards, covering key services provided to tenants:

- Tenant involvement and empowerment
- Home
- Tenancy
- Neighbourhood and community.

We will work with our scrutiny panel, residents' panels, Board and Council to evaluate ourselves against the new standards when these have been agreed. We will report our findings back through our next Annual Report to residents.

5. Capital and Decent Homes update

The value of the housing capital programme being delivered by HfH in 2011/12 is £35.205m (which includes the original Decent Homes funding allocation of £15 million and £4 million of accelerated funding). We are closely monitoring programming and delivery of works and anticipate achieving full expenditure of capital resources by the end of March 2012.

Following the Government's reduced Decent Homes funding allocation, HfH has had to revise the scope of works included in the programme to ensure that we address absolute priorities. The focus, therefore, has switched to an 'elemental' approach which includes external works and internal essential health and safety works only. The Decent Homes contracts for 2011-12 were awarded to Mulalley (Wood Green and North Tottenham) and Wates (Hornsey and South Tottenham) and work has commenced on site in all areas in line with the programme agreed.

The Board and Council's Cabinet have agreed the Decent Homes programme for 2012/13. We have written to residents to inform them if they are included in the programme and held a number of drop-in sessions for residents to meet staff and discuss their concerns. We have also carried out a mini-tender of the 2012/13 programme between the four Decent Homes contractors and the Council have been informed of the outcome. We will announce which contractors have been successful in the near future.

We have also completed works to 26 of the Council's 29 sheltered housing schemes. To date works have been completed to 695 dwellings. Resident satisfaction on the Supported Housing works shows an excellent 99.5% satisfaction.

6. Repairs update

We successfully completed a restructure of our Property Services directorate, which includes the Haringey Repairs Service, in May 2011. We also implemented an office move for repairs staff to the Broadwater Farm Community Centre. This co-locating of repairs staff has contributed to closer and more effective working between the different teams in Repairs. We have also worked to improve performance management of the service; significant numbers of our repairs operatives are mobile working, which is improving productivity and the number of repairs carried out 'right first time'. Performance on the three main indicators that we report to the Council is as follows:

- The year to date percentage of appointments kept by our repairs team is 97.7 against a target of 98%, and has exceeded target in quarter 3 at 98.4% (the last quarter in which figures are available).
- The percentage of right-to-repair jobs completed within government prescribed timelines is achieving its year to date target of 99% (as at December 2011).
- The year to date average number of days it took our voids repairs team to return a minor works property to a ready for let condition is 17.9, but we have achieved the 15 calendar day target for the last two quarters (at 14.3 in quarter 2 and 13.0 in quarter 3).

7. Resident Scrutiny, Involvement, and Equalities

7.1 Resident Scrutiny

HfH have established a resident scrutiny panel made up of five leaseholders, four general needs tenants and one supported housing tenant. The panel's role is to monitor our performance against national and local standards and to suggest improvements to services.

The Scrutiny Panel will also review service areas identified by residents as a priority. The finished reviews and their recommended actions will be passed onto our Leadership team and Board. Our Leadership Team will respond and agree the actions to take and how long it will take to complete them.

The Panel have already worked with our Estate Services team to review and recommend improvements to their winter planning. An independent consultant from the Tenant Participation Advisory Service (TPAS) is currently advising the Panel.

7.2 Resident Involvement and Empowerment

HfH actively seeks to involve and empower residents in shaping the services we provide. We have a variety of themed resident panels and our resident involvement structure and arrangements are reviewed annually in light of questionnaires sent to involved residents. We also offer a wider range of additional ways to get involved including estate inspections, surveys, focus groups and open days.

7.3 Equalities and Diversity: Understanding and responding to the diverse needs of residents

HfH understands and responds to the diverse needs of residents. Equalities and diversity is a cross-cutting theme in our performance management framework and in all aspects of our service delivery through the organisation's team planning process. We are committed to ensuring everyone has equal opportunity to get involved. All staff are required to attend equalities and diversity training and we have an Equalities & Diversity strategy and Equal Opportunities policy developed with residents and staff. We are using equalities profiling to understand the diverse needs of our customers and to help develop our policies and procedures.

In line with our responsibilities relating to the new Public Sector Equality duty, we will be publishing our Equalities objectives by 6th April 2012 (the timeframe prescribed by the Equality and Human Rights Commission guidelines).

8. Finance and Resources

This section is set out over a three year period (2012/13 – 2014/15) to comply with the Council's business planning requirements. HfH's medium term financial strategy covers a five year period and a summary of the Housing Revenue Account over this period is set out in the second part of section 6.5.

8.1 Details of Pre-Agreed and New Saving(s) items	2012/13 over 2011/12 £000	2013/14 over 2012/13 £000	2014/15 over 2013/14 £000
Reduced Funding of the Anti-Social Behaviour Team	(100)	0	0
5% Saving Target for the Retained Budgets in the HRA agreed by Haringey Council's Chief Executive Management Board.	(194)	0	0
Reduced HRA contribution to Corporate democratic Core	(185)	0	0
Reduction in Council Dwelling Insurance now done in-house	(655)	0	0
* Reduction in ALMO management fee – 5% Savings	(1,206)	(1,023)	(1,011)
Total Revenue Saving(s)	**(2,340)**	**(1,023)**	**(1,011)**

*As part of Haringey Council's strategy to generate efficiency savings, HfH is required to make savings of 5% of the portions of the Company Budget within its full control. This excludes services for which the Council makes a charge to tenants and leaseholders.

8.2 Revenue Investments as agreed in 2012/13 Budget Process			
Approved revenue investments for the period 2012/13- 2014/15.			
Details of Pre-Agreed and New Revenue Investment(s)	**2012/13 over 2011/12 £000**	**2013/14 over 2012/13 £000**	**2014/15 over 2013/14 £000**
5% Increase in Leasehold Insurance Premiums	43	0	0
Reduction in Shops Income - Commercial Rent	112	0	0
Increased repairs costs for Commercial Properties	49	0	0
Reduction in Garages Income	11	0	0
Supporting People Grant reduction agreed in 2011-12	60	0	0
Increase in Bad Debt Provision - Dwellings Rent	50	450	0
Total Revenue Investments	**325**	**450**	**0**

8.3 Capital investment 2012/13- 2014/15	Planned level of capital investment for 2012/13 and indicative investments for 2013/14 - 2014/15.				
	Name of Capital Scheme / Capital Project Title	**2012/13 £000**	**2013/14 £000**	**2014/15 £000**	**Total £000**
	Programmed Works				
	Mechanical and Electrical	1,250	1,250	1,250	**3,750**
	Asbestos Removal	100	100	100	**300**
	Boiler Replacements and Major Repairs	3,500	3,500	3,500	**10,500**
	Lift Renewal	2,181	2,181	2,181	**6,543**
	Structural Works	600	600	600	**1,800**
	Capitalised Repairs	4,563	4,000	3,750	**12,313**
	Extensive Void Works	1,350	1,650	1,821	**4,821**
	Major Voids and Accommodation Improvements	500	0	0	**500**
	Decent Homes	25,322	15,629	27,480	**68,431**
	Aids and Adaptations	1,200	1,200	1,200	**3,600**
	Professional Fees	1,508	1,671	1,750	**4,929**
	Subtotal	**42,074**	**31,781**	**43,632**	**117,487**
	Projects				
	Adaptation and Refurbishment of Six Bedroom House	90	0	0	**90**
	Environmental Improvements	250	0	0	**250**
	Adaptation of Office Accommodation	150	0	0	**150**
	Conversions and Extensions – disused commercial units	550	0	0	**550**
	Energy Efficiency Programme	100	100	100	**300**
	Supported Living Scheme – Adapt homes for people in residential care	150	0	0	**150**
	Supported Living Scheme – Short-term homes for young care leavers	150	0	0	**150**
	Saltram Close	467	0	0	**467**
	Subtotal	**1,907**	**100**	**100**	**2,107**
	Total Capital Investments - Housing Services (HRA)	**43,981**	**31,881**	**43,732**	**119,594**

Funding Source

The planned capital investments will be financed partly by Decent Homes grants with the rest financed by internally generated funds. The Council expects to receive a grant of £17 million in 2012/13 to support the Decent Homes programme.

8.4 Housing Revenue Account Budget Summary 2012/13

2012/13	£'000	£'000
Dwellings Rents (Gross)	(79,415)	
Non - Dwellings Rents (Gross)	(2,369)	
Tenants' Charges for Services & Facilities	(10,255)	
Leaseholders Charges-Services & Facilities	(5,635)	
Other Charges for Services & Facilities	(206)	
Contributions Towards Expenditure	(1,662)	
Total HRA Income		**(99,541)**
Repairs and Maintenance	319	
Supervision and Management	43,703	
Special Services	9,205	
Rent Rates Taxes and Other Charges	1,528	
Increase Provision for Bad/Doubtful debts	1,081	
Depreciation & Impairment of Properties	35,336	
Total HRA Expenditure		**91,173**
Net Cost HRA services not allocated		855
Net Revenue Budget		**(7,514)**

8.5 HRA - Medium Term Financial Strategy 2012/13 to 2016/17

HRA Summary	2011/12	2012/13		2013/14		2014/15		2015/16		2016/17	
	Original Budget £000s	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*
Company Income	(53,269)	3,271	(49,998)	756	(49,242)	737	(48,505)	(968)	(49,473)	(987)	(50,461)
Chief Executive	1,350	(20)	1,330	(43)	1,287	(43)	1,244	25	1,269	25	1,294
Housing Management	12,111	173	12,284	(158)	12,126	(160)	11,967	239	12,206	243	12,449
Business Improvement	93	(93)	0	-	0	-	0	-	0	-	0
Resources	2,395	(172)	2,223	(81)	2,142	(82)	2,060	40	2,100	41	2,140
Property Services	29,744	(2,400)	27,344	(824)	26,520	(840)	25,680	514	26,193	525	26,718
Corporate	7,575	(759)	6,816	350	7,166	389	7,555	151	7,706	154	7,860
Total Company Accounts	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Rental Income	(72,518)	(5,229)	(77,747)	(3,474)	(81,221)	(3,548)	(84,769)	(3,703)	(88,472)	(2,539)	(91,011)
Non Dwelling Rents	(2,443)	74	(2,369)	(47)	(2,416)	(48)	(2,465)	(49)	(2,514)	(50)	(2,564)
HRA Subsidy	(14,094)	14,094	0	0	0	0	0	0	0	0	0
Leasehold Service Charge Income	(5,171)	(158)	(5,329)	(113)	(5,442)	(115)	(5,557)	(117)	(5,674)	(120)	(5,794)
Tenant Service Charge Income	(8,618)	(1,370)	(9,988)	(200)	(10,188)	(204)	(10,391)	(208)	(10,599)	(212)	(10,811)
Miscellaneous Income	(5,321)	(679)	(6,001)	(117)	(6,118)	(119)	(6,237)	(122)	(6,359)	(124)	(6,483)
Housing Management Costs	7,439	658	8,097	162	8,259	165	8,424	168	8,592	172	8,764
Repairs & Maintenance	71	50	121	2	124	3	126	3	129	3	131
Bad Debt Provision	650	63	713	450	1,163	0	1,163	0	1,163	(400)	763
Service Charge Costs	6,520	38	6,557	94	6,651	96	6,746	135	6,881	138	7,019
Total Managed Accounts	**(93,486)**	**7,540**	**(85,946)**	**(3,242)**	**(89,188)**	**(3,771)**	**(92,959)**	**(3,893)**	**(96,853)**	**(3,133)**	**(99,985)**
Temporary Accommodation Income	(3,540)	(56)	(3,597)	(116)	(3,713)	(116)	(3,829)	(43)	(3,873)	(44)	(3,917)
Housing Management Direct Costs	1,709	(226)	1,483	59	1,542	60	1,602	31	1,633	33	1,665
Supported Housing Costs	2,844	(196)	2,648	11	2,659	11	2,670	37	2,708	38	2,746
Repairs & Maintenance	328	(10)	319	7	325	7	332	7	338	7	345
Capital Financing Charges	47,800	(12,464)	35,336	(174)	35,162	334	35,496	334	35,830	334	36,164
Other Property Costs	2,014	(606)	1,408	19	1,427	24	1,451	28	1,478	30	1,508
Bad Debt Provisions	61	1	62	1	63	1	65	0	65	0	65
ALMO Management Fee	41,979	(1,206)	40,773	(1,023)	39,750	(1,011)	38,739	686	39,425	697	40,121
Total Retained Accounts	**93,195**	**(14,763)**	**78,432**	**(1,216)**	**77,216**	**(691)**	**76,524**	**1,079**	**77,603**	**1,093**	**78,697**
TOTAL HOUSING REVENUE ACCOUNT	**(291)**	**(7,223)**	**(7,514)**	**(4,458)**	**(11,972)**	**(4,463)**	**(16,435)**	**(2,814)**	**(19,249)**	**(2,039)**	**(21,289)**

9. Board and Organisational Structure

9.1 Our Board

The HfH Board has overall responsibility for how we are managed and how improvements will be delivered under the Management Agreement with Haringey Council. The Board's decision making structure is supplemented by three committees; Human Resources, Finance & Audit, and Performance; these committees all have clearly defined remits and terms of reference.

The Board is made up of six residents, five councillors and five independent experts. Each position is voluntary and all Board members receive annual training and development. An election was held for the six resident places on the Board in 2010. Information on all our Board members is included on our website at the following address:

http://www.homesforharingey.org/almo/about/the_board/meet_the_board.htm

9.2 Our Organisational Structure

HfH is led by a Leadership Team that includes the following officers:

Paul Bridge: Chief Executive of HfH
Rowann Limond: Director of Resources
Jackie Thomas: Director of Housing Management
Keith Carter: Director of Property Services
David Sherrington: Head of Chief Executive's office
Bola Okenla: Head of People Management
Pete Davey: Housing IT Manager
Sue Hunter: Business Improvement Manager
Sharon Morgan: Deputy Director, Housing Management
Peter Maddison: Deputy Director, Property Management
Lis Rodrigues: Head of New Business

HfH has four service areas: Chief Executive, Property Services, Housing Management, and Resources.

Chief Executive's Service
This service includes a Chief Executive's and Communications team and a People team. The People team provides Human Resources and Learning and Development services.

Property Services
Property Services includes a Property Management team, a Health and Safety team, the Haringey Repairs Service and New Business. The Property Management team is responsible for delivering our Decent Homes and Capital Programmes and associated regeneration, Client Services, and Annual Maintenance. Our Health and Safety team is responsible for Health and Safety, Fire Risk and Asbestos. The Haringey Repairs Service includes a Responsive Repairs team (which includes our Repairs Control Centre), a Planned Works team (which covers voids works), and a

Finance Services team. Our Head of New Business is responsible for identifying and developing opportunities for growth, new areas of work, and income generation.

Housing Management
Our Housing Management services are provided through specialist teams for Tenancy Management, Income Collection, Estate Services, and Home Ownership. There are three Tenancy Management teams, covering the North (including North Tottenham and supported housing); the South (South Tottenham and Broadwater Farm neighbourhood office) and the West (including Hornsey and Wood Green). Income Collection for the three areas is provided by a central team but remains part of the generic functions of the Supported Housing and Broadwater Farm Neighbourhood teams. We deliver estate services through a dedicated Estate Services team which also client manages other service providers including grounds maintenance, estate cleaning, refuse removal and parking. Our Home Ownership Team manages leasehold accounts, Right To Buy (RTB), resale queries, and sub-let registration. Our Business Improvement Team is responsible for driving improvement across the organisation and includes Projects, Business Support, and Customer Feedback teams. The Housing Management service also includes a Resident Involvement Team and an Equalities Manager.

Resources
The Resources Service oversees financial governance of the organisation. The service covers Finance, Governance, Housing Information, Performance, Business Planning, Procurement, and Value for Money.

Partnership with Haringey Council
We work in partnership with the Community Housing Service and the ALMO client team, and meet on a regular basis to review performance and discuss wider strategic and operational matters. The client team liaises with other Council departments on HfH's behalf and ensures that these departments take necessary actions when they arise. The client team maintain and review systems for assessing whether our service provision is in line with the management agreement and our business plan, and keep Members and senior officers informed of our performance.

We also work in partnership with the Council's Customer Services, to offer frontline services to tenants and leaseholders through conveniently situated customer service centres and a satellite office on the Broadwater Farm estate.

A high level structure chart of HfH can be viewed at the following web address: http://www.homesforharingey.org/top_tier_structure.pdf

10. Key Supporting Strategies

HfH has a range of strategy and policy documents that support delivery of our Business Plan. These documents set out our approach to specific areas of the business and actions from the strategies are included in the team plans of the relevant teams. Strategy and policy documents are available alongside other information for residents on the following page of the HfH website:

http://www.homesforharingey.org/almo/news/leaflets_and_other_publications.htm

Some of the key strategic documents included on the above page that are central to delivery of the business plan are as follows:

Asset Management Strategy: sets out the framework for delivering the Decent Homes and Capital programmes that we are undertaking to improve the quality of the Council's housing stock.

Customer Access Strategy: summarises our approach to providing easily accessible and effective services for residents.

Environmental Sustainability Strategy: outlines the work we do to improve the energy efficiency of residents' homes and to embed sustainability in all our activities.

Equalities & Diversity Strategy / Single Equalities Scheme / Equal Opportunities Policy: these documents explain how we develop and deliver services and employment opportunities which are based on the principles of equality of opportunity for all and which recognise the diversity of the communities we serve.

Financial Strategy: summarises our approach to managing HfH's financial affairs effectively.

Performance Management Framework: this framework details how performance management is embedded within HfH at a company, team and individual level.

Procurement Strategy: outlines our approach to procurement and explains how procurement will contribute to achieving our value for money objectives.

Resident Involvement Agreement: we are committed to involving and empowering residents; our resident involvement agreement 'Your Voice Counts' is a three way agreement between residents, HfH and Haringey Council.

Risk Management Strategy: describes our approach to identifying and managing risks effectively, so that we can respond to opportunities to improve our services.

Value for Money Strategy: this strategy describes HfH's approach to value for money and explains how it is embedded in our business and team planning process.

Vulnerable Tenant Strategy: this strategy outlines what we do for vulnerable tenants in the context of changing local services.

11. Business Priorities in 2012/13

Our 'Big Conversation' consultation on our priorities was launched by our Chief Executive in September through visits to every office. Further consultation was undertaken during our staff conference, at separate workshops focussing on specific service areas, and at events organised with residents and Council officers. All stakeholders had the opportunity to contribute their ideas and we are encouraging a wide range of staff to get involved with project groups for each area.

This approach to consultation forms an important part of our organisational culture, as we engage our stakeholders in a conversation about the future of the organisation. From this consultation, we generated a significant number of ideas about the work we should undertake in future. Therefore, this consultation has helped define our seven business priorities for 2012/13. Our business priorities support our long-term strategic aims and will guide our work towards achieving our vision.

The initial projects we are taking forward in 2012/13 are described below and in the improvement plan included in section 12 below. However, as the groups progress, further work is likely to be initiated and emerging projects will be added to the improvement plan when agreed with the Community Housing Service and the HfH Board.

11.1 Service Excellence (led by Sue Hunter, Business Improvement Manager and Jackie Thomas, Director of Housing Management)

Our Service Excellence priority group will look at how we can best serve the needs of our customers in the most efficient and cost effective way. Through this work we will explore how we communicate with residents and how we can improve our services in the context of reducing resources. We will look at how we can enhance our service offer; for example thinking about new ways for residents to access our services and a review of what existing services should stay in place. The group will explore how we can ensure our services are fit for the future, making use of developments in technology and SMART working practices. On-going work against this priority in 2011/12 has included:

- Our accommodation moves to Alexandra House and Broadwater Farm Community Centre which have introduced SMART working environments, and are reducing our overall accommodation spend.
- Our streamlining of existing scrutiny arrangements to ensure our arrangements for co-regulation are robust.

The projects identified for 2012/13 are:

- Complete remaining accommodation moves to centralise our Tenancy Management service
- Reduce number of customer contacts and cost per contact by introducing more cost effective methods of communication (this will include the launch of Digital TV and Resident Portal services)
- Develop our IT systems as an enabler of enhanced service delivery (this will include implementation of an electronic document and records management system)

11.2 Capital, Energy and Regeneration (led by Peter Maddison, Deputy Director of Property Services, and Keith Carter, Director of Property Services)

Through this area of work we are aiming to ensure that our homes are maintained to a high standard and that the local environment is safe, clean and aesthetically pleasing. The key challenges faced by this group are:

- Identifying the funding required to bring homes up to a modern standard that can be maintained into the future
- Continuing to deliver challenging investment programmes that meet the needs of the stock and residents
- The need to reduce carbon emissions and tackle fuel poverty of residents
- Maintaining confidence of residents that we will continue to deliver even in times of uncertainty

The priority group will work with the Council to agree an investment plan to maintain the stock in good condition, identify opportunities for improved use of the assets and align this with a strategy to address energy conservation within the stock. This group will also consolidate the use of Codeman as the primary asset data base. The ongoing work against this priority includes the following:

- The Council-led strategic stock options study which is considering the future investment needs of the stock in the context of available funding.
- The development of an updated energy strategy to assess the current energy performance of our stock and determine the investment required to achieve the Government's targets for reducing carbon emissions. The strategy will assess how these works could be funded and the planned approach to the phasing of these works.
- Our work to upgrade communal aerial systems across the stock will be completed ahead of the digital switchover in April 2012.

The projects identified for 2012/13 are:

- Agreeing HfH role in Council investment programme and estate-based regeneration initiatives (in line with stock options appraisal recommendations)
- Delivery of the 2012/13 Decent Homes and Capital programmes
- Implementing the Energy Strategy being agreed in 2011/12
- Procuring frameworks / contracts for the Capital Programme.

11.3 A new vision for the Housing Management Service (led by Sharon Morgan, Deputy Director of Housing Management and Jackie Thomas, Director of Housing Management)

This priority group will look at what the Housing Management Service is for and what it could achieve in the future. It is one of the largest service areas in HfH and one of the most visible frontline services for residents. As public services are withdrawn we will ask what else could the Housing Management service do and are we getting maximum value for our investment. The key challenges in this area of work are:

- Offering consistently high services to our customers
- Developing our staff to adapt to new ways of working

- Meeting additional demands as gaps emerge from the reduction of ancillary support services provided by other public services or the third sector.

Our ongoing work in this area includes:
- Our Income Collection team is working closely with partners including Benefits Service, Legal Services and the Citizens Advice Bureau to ensure the service is prepared for the changes that will result from the Welfare Reform Act.
- The value for money reviews of Income Collection and Estate Services that we are carrying out.
- The relocation of office accommodation for some teams in response to the Council's accommodation strategy.

The main projects identified for 2012/13 are:
- Agreeing and implementing the new structure for the Housing Management Service.
- Preparing our Tenancy Management teams for the introduction of an electronic document and record management system by reviewing all Tenancy Management files.
- Developing our Concierge Service to provide a wider range of services to customers.

11.4 People (led by People Manager, Bola Okenla)

This group is developing our employees so that the business is equipped to deliver outstanding services to our customers (through our key resource, our people). The group aims to maximising leadership and the potential of employees within HFH. Our ongoing work in this area includes:
- Delivery of our Aspiring Managers programmes to develop staff and increase our effectiveness in a constantly changing environment.
- Our participation in the Sunday Times Best Company survey allows us to get feedback from people about how they feel about working for the company and how we can improve.
- Together with Ascham Homes, the ALMO for Waltham Forest, we are considering a number of shared service options. As a result of this partnership work we are recruiting for a joint Head of People to work strategically across both Ascham Homes and HfH.

The projects identified for 2012/13 are:
- Maximising leadership and the potential of staff through the launch of a new talent management system
- Aiming to become an accredited Best Company top 100 employer
- Developing an Organisational Development Strategy

11.5 Finance, Efficiency and Value for Money (led by Rowann Limond, Director of Resources, and David Sherrington, Head of the Chief Executive's Office)

The financial context within which the public sector is operating has significantly changed since the Comprehensive Spending Review in February 2011. Local Authority budgets have been reduced by upwards of 25%, leading to significant changes in the level of local service provision across the country. The increased scrutiny of public sector budgets means that it is more important than ever for the

organisation to demonstrate the value of its current investments and its ability to do more for less. Alongside changes to the wider context, changes to the Housing Revenue Account financing regime (due to be implemented in April 2012) will introduce significant new risks and opportunities for the organisation. It is important that these are considered and fully understood. The key challenges in this area of work include:

- Ensuring that the organisation is prepared for the risks of self financing and takes advantage of the opportunities it affords.
- Developing realistic savings targets for the future and meeting them.
- Creating the right level of understanding about finance across the business at all levels.

Our ongoing work against this priority includes:

- Preparing for the implementation of self financing
- Consulting with staff across the organisation, establishing what they understand about finance and how it impacts on their work.
- Benchmarking costs, quality and performance of the company with other ALMOs and service providers to identify best practice
- Reviewing how we currently measure the performance of the company and advise if there gaps in performance monitoring
- Carrying out the annual consultation, on behalf of the Council, on proposed changes to tenants' rent and service charges. The Council will consider all tenant feedback received and then write to inform residents when it has made its decision on the new charges.

The projects identified for 2012/13 are:

- Improving staff knowledge of HfH finances through a rolling programme of communications.
- Complete VFM reviews of: the Repairs Contract; Business Improvement; Finance, Best Value, and Procurement; Housing Information; Performance & Business Planning.
- Establishing a rolling programme of zero based budgeting to ensure that all service and team budgets accurately reflect what is needed for the year ahead.

11.6 New Business (led by Lis Rodrigues, Head of New Business and Keith Carter, Director of Property Services)

This priority group is considering and generating opportunities for new business and new ways of working. Through this priority we will consider how the company can generate income surpluses or reduce costs for the Housing Revenue Account (HRA) and improve our service to residents. It will establish criteria for assessing the risks related to new initiatives and how the impact of these risks should be evaluated. Funding remains a key challenge, as initiatives often need an upfront capital investment. It is also critical that we establish a reputation for delivering excellent services to clients. Our ongoing work in this area includes:

- We are working with the Council to investigate opportunities to establish a development programme to increase the supply of new, sustainable, and easily manageable homes which will offer a range of tenure options and generate income for the HRA (this is dependant on the outcome of the stock

options appraisal, the Council's objectives for Tottenham, and the Borough investment plan in general).
- We have a shared service agreement with Ascham Homes and are recruiting a joint Head of People Management.

The initial projects identified for 2012/13 are:
- We are exploring further opportunities to either provide or share common services with other organisations.
- To deliver a pilot project to provide a management service to an RSL or private landlords in the borough.
- To support the Council in increasing the supply of new housing through new build and estate-based regeneration.
- To offer a repairs service to a wider range of clients including leaseholders, schools and other landlords.

We report the business priority improvement projects to the Board's Performance Committee and the Council on a quarterly basis – the improvement projects are set out in more detail below in Section 12.

We also include all improvement projects identified by the business priority groups in the team plans of the manager / staff member responsible for delivering them. We monitor and report progress against the improvement projects using our Aspireview performance management system.

12. 2012/13 Business Priority Improvement Plan

The plan below summarises the improvement work that we will be carrying out in 2012/ 13 to deliver our business priorities. Progress against this improvement work will be reported to the Council and Board using the existing quarterly reporting process.

No	Improvement project	Lead Officer	Measurable output/ outcome / milestone.	Target date
Strategic Aim – To deliver excellent services				
Business Priority – Service Excellence				
1.1	Complete remaining accommodation moves	Sue Hunter	- Office moves to centralise Tenancy Management completed - Suitable accommodation for Estate Services identified and any changes to work practice required implemented (e.g. mobilisation of Estate Service Managers)	30/6/12
1.2	Reduce number of customer contacts and cost per contact	Arshi Zaman	- Digital TV and Resident Portal launched and website redesigned - Channel strategy and action plan agreed by Board - Improved call handling and face-to-face arrangements developed in tandem with 'New Vision for Housing Management Service' group	31/3/13
1.3	Develop IT systems as an enabler of enhanced service delivery	Pete Davey	- Electronic document and records management system (EDRMS) implemented - Strategic review of Customer Relationship Management systems and call management technology completed (in line with LBH work with Waltham Forest)	31/3/13
Strategic Aim - To provide better homes				
Business Priority –Capital, Regeneration and Energy				
2.2	Support Council investment programme and regeneration initiatives (in line with stock options appraisal recommendations)	Peter Maddison	- HfH role in Council investment programme and estate-based regeneration initiatives agreed with Board and Council	30/6/12
2.2	Deliver 2012/13 Capital and Decent Homes programmes on time, in budget, and with over a 90% level of customer satisfaction	Manley Murray	- 95% of units completed against number programmed - 90% level of customer satisfaction achieved	31/3/13
2.3	Implement Energy Strategy	Jacinta Walters	- SAP rating target for 11/12 is 65% - 12/13 target will be confirmed when final stock energy study report is received in March 2012	31/3/13
2.4	Procure frameworks /	Manley	- Council Procurement Committee	31/3/13

No	Improvement project	Lead Officer	Measurable output/ outcome / milestone.	Target date
	contracts to deliver quality and VFM in the delivery of the Capital Programme	Murray	approval and contractors appointed	
Strategic Aim - To help develop safer and stronger communities				
Business Priority – New Vision for the Housing Management Service				
3.1	Agree and implement new structure for Housing Management Service	Sharon Morgan	New Housing Management Service structure implemented (this will link to the findings of the VFM reviews of Estate Services and Income Collection)	31/3/13
3.2	Prepare Tenancy Management for EDRMS	Sharon Morgan	All Tenancy Management files reviewed to facilitate move to EDRMS	30/6/12
3.3	Develop Concierge Service to provide wider range of services to customers	Sharon Morgan	Concierge Service developed to provide enhanced advice and support to local residents	31/3/13
Strategic Aim - To become an excellent well-led organisation				
Business Priority - People				
4.1	Maximise leadership and the potential of staff	Bola Okenla	- New talent management system launched - Training programme for managers to support new talent management system delivered - People performance systems reviewed and enhanced.	31/12/12
4.2	Become a Best Company top 100 employer	Bola Okenla	-1 star accreditation achieved in Best Company's scheme - New or revised vision and values agreed by Board - Vision and values incorporated into our ways of working i.e. appraisals, recruitment, etc	31/01/2013
4.3	Develop an Organisational Development Strategy	Bola Okenla	- Strategy agreed by Human Resources Committee to meet needs of the organisation over the next 3-5 years	30/09/2012
Strategic Aim - To deliver value for money				
Business Priority – Finance, efficiency, and value for money				
5.1	Improve staff knowledge of HfH finances	David Sherrington	Rolling programme of communications on organisation's finances launched (based on findings of staff consultation in 2011/12)	30/6/12
5.2	Complete VFM reviews of: - Repairs Contract - Business Improvement - Finance, Best Value, and Procurement - Housing Information - Performance & Business Planning	James Missenden & Ruth Buckingham	VFM options identified and final report with action plan agreed by Board	31/03/13

No	Improvement project	Lead Officer	Measurable output/ outcome / milestone.	Target date
5.3	Establish a rolling programme of zero based budgeting	Ian Rooney	Programme of zero based budgeting established and embedded for all services (for both company and managed accounts)	31/03/13
Strategic Aim - To deliver value for money				
Business Priority – New Business				
6.1	Explore further opportunities for shared services with Ascham Homes and other organisations	Lis Rodrigues	- Report and recommendations on further shared services arrangements agreed by Board and Council	30/6/12
6.2	Deliver pilot project to provide a management service to RSL or private landlords in the borough	Lis Rodrigues	- Terms of agreement to manage 15 properties owned by Newlon Housing Trust negotiated - Approval obtained by Board and Council and deed of variation added to the management agreement - Service launched	30/6/12
6.3	Work with Council to explore opportunities to increase the supply of new housing through new build and regeneration	Lis Rodrigues	- Programme of new build sites through to feasibility identified and agreed in partnership with Council. - Funding opportunities to deliver new homes explored and agreed with Council.	30/4/12 31/3/13
6.4	Offer a repairs service to a wider range of clients including leaseholders, schools and other landlords	Lis Rodrigues / Keith Carter	- Service piloted to leaseholders & schools	30/9/12

Appendices

Appendix A - Performance Indicator Targets for 2012/13

The Performance Indicators shown below are those that Homes for Haringey will be reporting to Haringey Council at monthly and quarterly meetings in 2012/13.

Indicator	Description	11/12 Target	12/13 Target
Income Collection			
Ex BV 66a	% of rent collected (including arrears and excluding water rates)	98.7% by EOY	98.7% by EOY
Ex BV 66b	% of tenants with more than seven weeks rent arrears	10%	10%
Ex BV66c	% of tenants in arrears who have had notices seeking possession served.	Trend	Trend
Ex BV66d	% of tenants evicted as a result of rent arrears	0.4%	0.4%
IC01	% of rent collected (of rent due excluding arrears)	101% by EOY	101% by EOY
IC04	Former tenant arrears collected as % of year start FTA (cumulative)	18% by EOY	18% by EOY

Indicator	Description	11/12 Target	12/13 Target
Voids			
Ex BV212	Average relet times (calendar days)	25 days	25 days
Ex BV 69	Rent loss from voids	1.5%	1.5%
VO03	Average time to repair - VAV	15 days	15 days
VO04	Number of days for a void to reach ready to let status (VAV)	16 days	16 days
VO06	% of new tenants satisfied with the condition of the property when they moved in	90%	90%
VO07	Average cost of voids - VAV stock (excluding DH works)	£2,200	£2,200

Indicator	Description	11/12 Target	12/13 Target
Repairs			
Ex BV 185	% of non-emergency repairs where appointment made and kept	98%	98%
Ex BV 72	% of urgent (RTR) repairs completed within Government time limits.	99%	99%
Added and in development			
	% of all repairs first time fixed		
	% of all repairs completed by HRS within timescale		
	Yearly analysis of disrepair cases		

Indicator	Description	11/12 Target	12/13 Target
Design and Engineering			
GS01	% of properties with valid gas certificate	100%	100%
Added and in development			
	% of lift repairs attended within target		

Indicator	Description	11/12 Target	12/13 Target
Estate Services			
ES01	% of estates graded at A or B by Estate Service Managers - overall grade	96.%	96.%
Added and in development			
	A further breakdown within the report into A and B grades.		

Indicator	Description	11/12 Target	12/13 Target
Tenancy Management			
TM01	% of stage 1 anti social behaviour tasks completed within timescales	75%	75%
TM02	% of residents satisfied with outcome of ASB case	70%	70%
TM08	% of welcome visits completed within four week	100%	100%
TM10	% of estate inspection reports completed within 15 working days of inspection	90%	90%
TM11	% of concierge desks open as advertised	97%	97%
TM12	% of occupancy checks completed	100% by EOY	100% by EOY
Added and in development			
	Measures/PIs which reflect the company's performance at sustaining introductory tenancies.		

Indicator	Description	11/12 Target	12/13 Target
Asset Management			
NI 158	The proportion of LA homes which are non 'decent'	29.8%	28.8%
Ex BV63	Energy Efficiency - the average SAP rating of local authority owned dwellings.	65	65
AS04	DHP - % of units completed against no. programmed	95%	95%

Indicator	Description	11/12 Target	12/13 Target
Home Ownership			
HO01	% of day to day service charges collected	100%	100%
Added and in development			
	Satisfaction measures		
	Major works total debt outstanding/%of major works where there is an agreement in place		

Indicator	Description	11/12 Target	12/13 Target
Customer Contact			
CA01	% of all phone calls answered	93%	93%

Indicator	Description	11/12 Target	12/13 Target
Feedback			
CA20	% of Quick Fixes (Complaints) responded to within 5 working days	90%	90%
CA22	% of Service Investigations (Complaints)responded to within 20 working days	90%	90%
CA24	Quick Fixes as a % of all Stage One complaints (QF & SI)	70%	70%
CA25	% of Quick Fixes (Complaints) converting to Service Investigations	5%	5%
CA26	% of all Stage One complaints (Quick Fixes and Service Investigations) responded to within time	90%	90%
CA28	% of Stage One Complaints escalating to Stage Two (independent review)	9%	9%
CA29	% of Stage One (QF & SI) complaints that are accepted by the council for independent review (Stage Two)	5%	5%
CA14	% members' enquiries answered within 10 days	93%	93%
CA16	% of enquiries logged in time by feedback team	97%	97%
CA17	Number of Ombudsman investigations	Trend	Trend
CA18	% of Ombudsman cases where HfH meets turnaround time for provision of information to Haringey Council	100%	100%
CA19	Number of maladministration findings by the Ombudsman	Trend	Trend
CA30	FOI Act replies within timescale	100%	100%
Added and in development			
	Quarterly metric on compensation paid out in relation to complaints		

Indicator	Description	11/12 Target	12/13 Target
Finance			
Ex BV8	% of invoices paid within 30 days	93%	93%

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Agenda Item 8

Haringey Council

Report for:	Cabinet – 20.3.12	**Item number**	To be added by the Committee Section

Title:	**Annual Leasehold Service Charge – Review of Management Fee, etc**

Report authorised by :	Mun Thong Phung Director of Adult and Housing Services Tel: 020 8489 3385 Email: phungmt@haringey.gov.uk Signed: pp Date: 8 March 2012

Lead Officer:	Phil Harris Deputy Director for Community Housing Services Adult & Housing Services Directorate London Borough of Haringey 3rd Floor, Apex House 820 Seven Sisters Road LONDON N15 5PQ Tel: 0208 489 4338

Ward(s) affected: 'All'	**Report for Key Decision:**

1. Describe the issue under consideration

1.1. This report sets out Homes for Haringey's proposal to introduce a middle band of the management fee, an annual charge for subletting

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and non-compliance charges for subletting to address various issues that have arisen.

1.2. The proposed middle band of the management fee .will address issues arising from a ruling made by the Leasehold Valuation Tribunal. The proposals concerning subletting will address administrative issues and issue raised by leaseholders.

1.3. A brief description of each of these proposals has been set out in paragraph 3 for Members to consider and approve.

2. Cabinet Member Introduction (Councillor Bevan)

2.1. Management fee. This is charged in two bands at present - £96 for street properties and £262 for all blocks of flats. However leaseholders in small blocks outside estates feel they should not pay at the higher rate and the Leasehold Valuation Tribunal (LVT) has made a ruling which supports this point of view. It is therefore proposed to introduce a middle band to recognise the fact that small blocks outside estates receive fewer services than those situated in estates. Although the proposal will not follow the detailed terms of the lease, it will be the most cost effective way of the implementing the ruling made by the LVT. Furthermore the proposal is in accordance with the current procedure which was specifically accepted by the LVT as being common practice by most landlords. It will benefit leaseholders since there will be no additional administrative costs incurred in its implementation.

2.2. Annual charge for subletting. There has been a significant increase in subletting over the last 5 years. This has caused an increase in the administration costs for this work. Leaseholders who do not sublet object to paying for these costs, so it proposed that leaseholders who sublet should be charged separately in future. Thus leaseholders who sublet will have the choice of paying either through an annual charge or a (larger) registration fee – whenever the details of their tenancy agreement changes.

2.3. Non-compliance charges. A small minority of leaseholders who are subletting are causing problems. They are slow in repairing leakages in their properties and sometimes when their tenants cause problems through excessive noise, they fail to take prompt action. This means that the Council as landlord has to get involved, incurring additional costs of administration, cost of inspections. Schedule 11 of the Commonhold and Leasehold Reform Act 2002 enables the landlord to recover any costs incurred in dealing with breaches of the lease. It is therefore proposed to have a scale of charges concerning issues of this nature.

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3. Recommendations

3.1. Cabinet is asked to note this report and agree the following proposals:

3.1.1. **Management fee – middle band.** It is proposed to introduce a middle band of the management fee (part of the annual service charge) to cover small sized blocks of flats which are not situated in estates. (Please see the Appendix A for details.) This is the most cost effective method of implementing the recent ruling made by the Leasehold Valuation Tribunal (see also paragraphs 2.1 and 5.2.2).

3.1.2. **Annual charge for subletting** – it is proposed to make an annual charge of £20 for subletting. This will be included in the estimate as a separate item for leaseholders who sublet (1,550 registered sublet properties at present). If leaseholders object to paying this charge they will instead be charged a registration fee of about £75 for new lettings and for each time there is a change in their subletting agreement (in accordance with the terms of the lease).

3.1.3. **Proposed non-compliance charges for subletting**. These will be required if a leaseholder who sublets their property fails to take action after they have been informed of a problem (such as the repair of a leakage and noise nuisance).

4. Other options considered

The only alternative in each case will be to continue with the position as at the present. However there are a number of issues which have to be addressed and these are explained in paragraph 5 below.

5. Background information

5.1 **New middle band of the management fee** - the basis for this proposal is as follows:

5.1.1. **Annual service charge.** All leaseholders currently pay the item, the 'Management fee', in their annual service charge. This is one of a number of charges which all leaseholders must pay – the others are: building insurance, day to day repairs and ground rent.

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5.1.2. **Flat rate charges for the Management fee.** In response to requests for a clear and easily understandable method of charging it was agreed in 2006 to recharge the management fee via two fixed flat rate charges. The lowest band (currently about £96) is for properties that are only charged for lighting and insurance. All other properties are charged at the higher rate, £262. (The overall policy for the recovery of Homes for Haringey's management costs is based on a report produced by an external consultant and it was consulted on in 2005.)

5.1.3. **Complaints from small, stand alone blocks.** Some leaseholders living in small and medium sized blocks of flats, outside estates have complained because they feel that the level of service provision in their building does not justify the highest rate of management fee.

5.1.4. **Leasehold Valuation Tribunal.** A leaseholder living in a small block of flats went to the Leasehold Valuation Tribunal and complained that the annual service charge was too high for her block, which the LVT accepted. They therefore reduced the management fee.

5.2 **Legal issues – the proposed middle management fee**

Although this proposal is not referred to in the lease, the following considerations are relevant.

5.2.1 **The requirements of the lease.**

In common with social landlords generally, it is not possible to fully comply with the conditions of the lease for the following reasons.

i. Leaseholders would have to pay their proportion of the total cost of maintaining tenanted flats, and collecting rents and service charges in relation to all the tenanted properties in the borough (as part of the management of the building and the estate – please see the Third Schedule of the lease). This would result in a lot of queries and leaseholders would be more likely to challenge the level of charges if they were charged a proportion of the costs relating to tenants.

ii. Management costs would have to be allocated individually to blocks and estates just as is required for works and services (Fourth Schedule, paragraph (e)). The management costs would then be allocated to each property as per the formula contained in the lease. This method is not followed by most landlords, since the allocation of management costs to individual blocks/estates would require setting up complex recording systems, which would not be cost effective.

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5.2.2 **Ruling by the Leasehold Valuation Tribunal.** The Tribunal decided the costs of management fee were too high in relation to the level of services provided to the building. They said that whilst they recognised "as have other Tribunals, that the method of charging for management adopted here is commonly used by other local authorities, they are not persuaded, in this instance, that the resulting costs are either reasonable or reasonably incurred" (paragraph 24 of their ruling).

5.3 **Method of calculation of the management fee.**

The proposed middle band of the management fee will provide a good practical solution to the issue raised by the ruling of the Leasehold Valuation Tribunal, which indicated that the amount is too high for small blocks of flats situated outside estate areas.

5.3.1 **Separation of leaseholders' and tenants' costs.** As noted above, in common with all local authorities the method followed in Haringey of recharging management costs to leaseholders differs from the lease in a number of respects.

i. The management costs for leaseholders are separated from those which just relate to tenants. In accordance with the practice of most social landlords leaseholders pay nothing towards any costs that are purely concerned with tenants, such as the collection of rents.

ii. Leaseholders pay their proportion of the costs of managing the exterior and communal areas of the building and estate and support services.

iii. They pay the full cost of the work of the Home Ownership Team for billing and collecting the annual service charge (please 5.3.2 below). On the other hand they pay nothing in relation to the collection of rents (please see 5.2.1 above).

iv. Leaseholders also pay nothing towards the administrative and management costs for internal repairs to tenants' flats, and the refurbishment of voids..

v. This method of charging is easy to justify and results in lower charges to leaseholders than if the method contained in the lease were followed, which does not provide for the separation of the costs relating to tenants and leaseholders.

5.3.2 **Costs included in the management fee**

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The following costs are included in the management fee charged to leaseholders as part of their annual service charge:

1. **Home Ownership Team's costs relating to the annual service charge.** These include the maintenance of leaseholders' accounts and records, the calculation of the annual service charges, the preparation of the annual statements, the provision of cost breakdowns, the issue of invoices, the collection of payments, the provision of explanatory information, dealing with queries and so on. These costs are apportioned amongst the Council's leasehold properties only which are approximately 4,500 in number.
2. **General management costs, support services, etc.** These include the management of the building and the estate by Tenancy Management, the costs of the Customer Service Centres, the Repairs Call Centre, Homes Zone and Leaseholder News, Citizens Advice Bureau and central services such as Housing Finance, Resident Involvement, Feedback and Support, Communications, Business Improvement (projects), support services and corporate recharges. These costs are apportioned amongst all the Council's properties, approximately 21,000 tenanted and leasehold homes and leaseholders pay their proportion of the costs (based on the number of leasehold properties in relation to the overall total).

5.4 Justification for the middle band of management fee

5.4.1 **Ruling of the LVT.** It has become necessary to vary the method of recharging leaseholders in order to take account of the decision by the Tribunal. This is that the level of management fee must be more closely related to the level of services provided to the building. This is invariably lower for smaller buildings outside estates, as in the case of the leaseholder's property considered by the Tribunal.

5.4.2 **Compliance with the lease is not practical**. Strict compliance with the lease was not recommended by the Tribunal and would incur higher costs for leaseholders as indicated in 5.2.1. In addition, it would require the allocation of management costs to individual blocks. This would necessitate additional IT systems and much more administrative work since the cost apportionment would then have to be based on the time spent on each block and estate. Moreover it would not greatly increase the accuracy of the final result.

5.4.3 **Simple solution.** The introduction of the middle band will more accurately reflect the different levels of housing services

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provided to buildings (and estates) in the borough. It will address the issue raised by the Tribunal. Small and medium sized blocks outside the main estates clearly fall into a different category in comparison with blocks situated in estates, which have a higher level of service.

5.4.4 **Level of service.** It is necessary for the level of service provided to the building/estate to roughly correspond to the level of the management fee. This relates to the work of the:

i. **Home Ownership Team (HOT)** –There is invariably somewhat less work, less queries, etc for HOT in relation to small blocks outside estates in comparison to blocks situated in estates.

ii. **Tenancy Management function.** There is also less work concerning the management of estate areas, paths, forecourts, etc. There are generally fewer neighbourhood or ASB issues for the Tenancy Management Officers to deal with.

5.4.5 **Breakdown of the charge for the new management fee.** Please see the Appendix for the proposed new 'middle' band in relation to the existing bands.

5.4.6 **Consultation on the middle band.** The subject was discussed at the Leasehold Panel on the 9 December 2010. The Panel said they were broadly in favour of the proposal though a few said there should be more bands to take account of the various different types of properties. However since the majority of leaseholders have said they want to have an easily understandable scale of charges, a large number of bands would undermine this objective.

5.5 The proposal for the annual charge for subletting

It is proposed to introduce an annual charge of £20 for leaseholders who sublet their properties. This will be instead of charging all leaseholders as at present. It will be included as a separate line item, at the end of the breakdown of the annual service charge, after the ground rent. As an alternative, leaseholders who sublet will the option to pay a registration fee of about £75 to register new lettings or changes in their tenancy agreements.

5.6 Justification for the annual charge for subletting

a. **The lease** enables the landlord to charge for the registration of subletting. Thus Clause 4, Subclause 24 states that a leaseholder

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who is subletting should register their details with the landlord and also pay a fee of £50 or any larger amount the landlord may decide as long as the charge is reasonable. An annual charge for subletting will be preferable for most leaseholders as explained in 5.7 below.

b. **Fairness**. Resident leaseholders have complained that they should not have to bear any costs incurred in respect of the administration of subletting, which is included in the management fee at present.
c. **Common practice.** A benchmarking exercise shows that it is not uncommon practice for the freeholder to levy registration charges in relation to subletting.
d. **Increase in subletting and associated costs.** The cost of maintaining the records has increased in line with the increase in subletting. This work consists of the types of work described in the next paragraph (e) below.
e. **Administration involved.** The following types of work must be undertaken by the Home Ownership Team:
    i. the dispatch of the registration form to the leaseholder together with some notes about the sublet requirements
    ii. processing of the registration form - this requires updating the database, notifying the Insurance Section and other stakeholders affected.. It also requires the maintenance of a file of all the relevant documents. The details of most sublets generally require to be updated as and when the new tenancy is agreed / issued
    iii. the registration fee must cover the fixed costs in relation to staffing, IT, etc required for dealing with such matters
    iv. arranging a welcome visit to the new tenants in the sublet property which is undertaken by the Tenancy Management Officer, who provides a welcome pack with information about services to the building and the estate and the rules for residents.
    v. ensuring that sublessees receive the newsletters which are provided to all residents, such as about work to the block or the estate, estate action days, fire safety days, etc
    vi. issue of a regular newsletter to leaseholders subletting, containing articles on subletting
    vii. answering queries about subletting on the phone and by letter
    viii. regular monitoring of database records of subletting to send reminders to leaseholders subletting for them to enable us to update information in respect of their tenancies
    ix. liaising with the TMOs regarding any minor problems/issues before taking formal action

A benchmarking exercise has shown that it not uncommon practice for the freeholder to levy a charge in relation to matters relating to subletting. This work, much of which is included in the general

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management fee at present will need to be enhanced in future. This will be necessary to ensure that leaseholders who sublet are fully aware of their responsibilities under the terms of the lease both in relation to the behaviour of their tenants and the prompt repair of any problems in their property.

5.7 Advantages for landlord leaseholders of the annual charge for subletting.

Most leaseholders who sublet will be better off if they choose to pay the annual subletting charge but they will also have the option to pay a registration fee in accordance with the terms of the lease.

a. **Frequency of lettings.** According to HOT's records leaseholders on average re-let their properties about once a year. Thus although leaseholders will be able to choose to pay a registration charge of £75, most will probably not take this option since they will have to pay it once a year on average. Therefore most leaseholders who sublet will pay less if they choose to pay the annual fee of £20.

b. **Avoidance of a separate invoice.** Including the fee as a separate line item in the estimated service charge invoice will avoid the necessity of issuing a separate invoice. There is a corporate charge for the issue of each invoice. The collection of payments for separate invoices also incurs unnecessary costs. Therefore landlord leaseholders will benefit in terms of the reduced cost of this arrangement. Furthermore it will not deter leaseholders from registering their sublets which will help HOT to manage this type of tenure more effectively.

c. **Reduction in the management fee payable by leaseholders.** There are two reasons for this:

i. Resident leaseholders will no longer have to pay for subletting which used to be included in the main management fee.
ii. The cost of the time spent in dealing with breaches of the lease requirements regarding subletting is currently also included in the main management fee. In future this type of costs will be charged to individual landlords as non-compliance charges, if these should be necessary (please see 5.8 below).

5.8 Proposed non-compliance charges in respect of subletting

This proposal is concerned with recovering the landlord's costs where Homes for Haringey (acting on behalf of the Council) has to take action because a leaseholder who is subletting has failed to comply with the terms of their lease. The regulations contained in Schedule 11 of the

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Commonhold and Leasehold Reform Act, 2002 (Section 158) mean that the landlord is entitled to make reasonable charges to recover administration costs, and any other cost incurred in applying the requirements of the lease.

5.9 Background regarding the proposed non-compliance charges

HOT and the Tenancy Management Team have experienced quite a number of problems relating to sublet properties in the last couple of years. On a number of occasions leakages from sublet properties (on account of inadequate maintenance) have caused significant problems which have had to be dealt with. In addition some leaseholders who are subletting have not made their tenants aware of the rules of residence for the building.

This relates to matters such as taking care not to cause a nuisance to other residents, preventing excessive noise (especially late at night), not putting rubbish in the corridors, cleaning the area next to the front door of the flat, following the estate rules for parking and so on. All matters of this kind can give rise to infringements of the lease.

Under Clause 4 Sub-clause 23 of the lease, the leaseholder is required to arrange for their tenants to sign an agreement with the Council (a covenant) stating they will follow the terms of the lease regarding the rules for residence in the building. Most landlords do not enforce this condition. However quite a lot of social landlords now adopt the practice of requesting a copy of the leaseholder's tenancy agreement with their tenants. This would be administratively quite difficult to implement so Homes for Haringey proposes instead to require leaseholders who sublet to sign an undertaking that their tenants have agreed to follow the most important conditions of the lease.

5.10 The details of the non-compliance charges

Leaseholders will only become liable for these charges if they break the terms of their lease with regard to subletting. If they do so the following charges will apply:

a. **Fee for non-registration** (minimum charge of £50) – this will be required where the leaseholder does not let HOT know that they are subletting. In cases where HOT has to undertake various checks there will be additional charges to the leaseholder.

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b. **Non-compliance fee** (£50). If the leaseholder does not accept that they are responsible for a problem then HOT will send a letter detailing issues of non-compliance with the lease. With regard to non compliance matters leaseholder will be billed for the works carried out and all cost incurred on their behalf by Homes for Haringey.

c. **Investigation fee** (£30 per hour plus an administration charge of £25 to cover invoicing and collection). This will apply where the Tenancy Management Officer has to go out to the leasehold property to investigate serious issues relating to matters such as excessive noise or leakages.

d. **Service action fee** – a charge for the cost of HfH's surveyor's time (if an internal inspection is required); or if sublessees leave rubbish in the communal area when they move out, there will be a charge for its removal. There will also be an administration charge of £25 to cover invoicing and collection.

e. These charges will only be made if a problem occurs. Unless the leaseholder has been very negligent or broken the law (for instance not carried out an annual gas service), they will be informed in advance where they are likely to become liable for these charges.

5.11 Consultation with leaseholders – subletting charges

a. Although statutory consultation with leaseholders about these proposals was not required, leaseholders were extensively consulted through the standard ways for involving residents in accordance with best practice.

b. A short paper containing the proposals was sent with the magazine 'Leaseholder News' to all leaseholders in October 2011. In response to this a large number of observations were received from leaseholders and responded to individually by the Home Ownership Team by email and by letter.

c. A special Subgroup of the Leasehold Panel was set up in November to discuss subletting issues (it met on the 01/12/11 and 05/01/12). Consisting mainly of leaseholders who sublet, it made a number of suggestions which were incorporated in the proposals. It also agreed the main details of all the subletting proposals.

d. The subject was also discussed at Leasehold Panel meetings in September (15/09/11), October (12/10/11), November (10/11/11), December (06/12/11) and January (18/01/12) and the minutes of these meetings and the relevant documents are available online. The

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whole of the January meeting was devoted to a discussion of the revised proposals - a special paper was sent with the agenda to all panel members and to leaseholders on the email circulation list (about 2050 in number, that is half of all leaseholders). During the discussion a lot of leaseholders subletting said they supported the proposals and when the vote was taken there was a clear majority in favour.

5.12 **Improvements in the information to be provided about subletting**.
In the next financial year the Home Ownership Team will provide more information to leaseholders about subletting with the sublet registration form. Although HOT has provided good information about subletting in the past, in future more will be provided:

- **a helpful booklet on subletting** for leaseholders planning to sublet
- **a summary of the conditions of the lease** which sublessees must follow
- **a model tenancy agreement** which leaseholders can use if they wish. It will include all the rules which residents of council blocks of flats and estates must follow.

This information will be designed to help leaseholders avoid breaking the terms of the lease without being aware of it.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 Council Leaseholders pay charges to HRA as their freeholder in order to cover the costs of providing services to them. The HRA should neither subsidise services to leaseholders nor seek to make surplus income from these charges

6.2 As the HRA bears the net burden of any costs incurred on services to leaseholders that are not recovered through service charges it is important to have a robust policies in place to recover as many costs as possible. It is also important that the Council demonstrates fairness and value for money in the charges it makes and balance improving accuracy of charging with administrative efficiency.

6.3 This report concerns the standard fee charged to leaseholders for management costs. In 2010/11 the management fee charged to leaseholders amounted to £1,017,568 per annum. This report proposes new management fee levels that will raise income amounting to £1,037,772. Three changes to the charging structure are also proposed.

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6.4 The first change – the introduction of a middle band management fee - does not significantly change the overall income from charges but realigns the charges made to different groups of leaseholders to the costs of the service provided to them

6.5 The second change – the introduction of a subletting charge should generate £31,000 additional income to cover the additional costs of dealing with sublet properties

6.6 The third change – the introduction of non compliance charges will allow the recovery of additional costs incurred as a result of non compliance or negligence on the part of subletting leaseholders. This will prevent such costs being borne by all leaseholders or falling to the HRA

6.7 The administrative costs of these changes is not material and will be covered as part of the general management fee.

7. Head of Legal Services and Legal Implications

7.1 See Appendix B for Head of Legal Exempt Comments.

8. Equalities and Community Cohesion Comments

Not Applicable

9. Head of Procurement Comments

Not Applicable

10. Policy Implications

Not Applicable

11. Use of Appendices

- **Appendix A** contains details of the existing management charges in comparison with the proposed management charges. It should be noted that the reason why the increase is significantly less for street properties as compared with those on estates is that they are normally only charged for ground rent and insurance, so there

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is very little work required by the landlord in the management of these properties

- **Appendix B –** Head of Legal Exempt Comments – the observations of the Legal Service are provided in this appendix for the reasons given in paragraph 12.1

12.Local Government (Access to Information) Act 1985

12.1 The information in Appendix B is not for publication by virtue of paragraph 3 and paragraph 5 of Schedule 12A of the Local Government Act 1972.

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Appendix A
Proposed Middle Band of Management Fee

	Management fee 2010/11			Proposed management fee 2012/13 (with uplift)			
	No of properties	**Management fee**	**Amount**	**No of properties**	**Management fee**	**Amount**	**Increase** (see note)
Group 1	901	£95.97	£86,469	901	£97	£87,397	1%
Middle band				356	£200	£71,200	
Group 3	3,553	£262.06	£931,099	3,197	£275	£879,175	5%
	4,454		**£1,017,568**	**4,454**		**£1,037,772**	

Note: the reason why the increase is significantly less for street properties as compared with those on estates is that they are normally only charged for ground rent and insurance, so there is very little work required by the landlord in the management of these properties

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Agenda Item 9

Haringey Council

Report for:	Cabinet on 20th March 2012.	Item number	9

Title:	Housing Capital Programme: Further priorities for the 2012-13 Programme (Year 5)

Report authorised by :	Mun Thong Phung, Director of Adult and Housing Services Signed: pp Date: 8 March 2012

Lead Officer:	Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail: phil.harris@haringey.gov.uk Keith Carter, Executive Director for Property Services Homes for Haringey Tel: 0208 489 1269 E-mail: keith.carter@homesforharingey.org

Ward(s) affected: All	Report for: Key Decision

1. Issue under consideration

1.1. On 4th October 2011, Cabinet considered and approved the initial details of the investment priorities and procurement arrangements for 2012-13 Decent Homes programme as well as the 'reserved list' of schemes. This was due to the uncertainty of future funds, which has meant that programmes are prepared on a year-by-year basis.

1.2 The purpose of this report is to provide Members with details of the further investment priorities and procurement arrangements that are proposed for the 2012-13 Decent Homes programme, together with details of a number

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of other investment priorities that are recommended for inclusion in the programme with available funding.

1.3 The report seeks Cabinet approval of the proposed investment priorities and procurement arrangements for 2012-13, together with an updated 'reserve list' of homes that can be added to the programme when funds allow.

1.4 It also seeks Cabinet approval to enter into contract and agree match funding to secure CESP funding for energy saving works to the Council's housing stock.

2. Cabinet Member Introduction

2.1 I welcome the additional investment that we have been able to make this year towards the 2015 decent homes target of 87%.

2.2 I am aware of the complexity of the CESP funding procedures and note the continued persistence on this issue.

2.3 I am also aware of the substantial savings that Homes for Haringey have made in the contract prices we pay, given the reduced activity in the construction industry across the country.

2.4 I reaffirm the Council's commitment to sustainable procurement and the use of life cycle cost analysis to determine the investment decisions that are made. I note that this substantial package of works for 2012 /13 has been assembled against a background of constant change and a problematic financial climate.

2.5 I am sure our residents will greatly appreciate the improvements that this investment package will bring about and I commend this report.

3. Recommendations

3.1 **It is recommended that Cabinet:**

(a) Agrees the proposed additional priorities for 2012-13 (Year 5 of the Decent Homes programme) as detailed in Appendix 1 of this report;

(b) Agrees that delegated authority is given to the Director of Adult and Housing Services, in consultation with the Lead Member for Housing to let contracts for these works through the Decent Homes framework once Agreed Maximum Prices (AMPs) are finalised;

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(c) Notes and agrees the 'reserve list' of homes, detailed in Appendix 2 of this report, and agrees that these homes should be added to the Decent Homes programme when funds allow;

(d) Agrees to use £1m of the additional £8.322m capital budget for 2012-13 as potential match funding for **Community Energy Saving Programme** (CESP) works.

(e) Agrees that delegated authority is given to the Director of Adult and Housing Services, in consultation with the Lead Member for Housing to enter into contract with Carillion Energy Services as a direct call off from the London Housing Consortium framework to deliver CESP funded energy saving measures to Haringey Council's housing stock; and

(f) Also agrees that delegated authority is given to the Director of Adult and Housing Services, in consultation with the Lead Member for Housing to commit match funding of up to £1m to support CESP investment in Haringey Council's housing stock.

4. Other options considered

4.1 N/A

5. Background information

5.1 On 4th October 2011, Cabinet agreed the priorities for the 2012-13 Decent Homes programme and a "reserve list" of homes to be added to the programme when funds allow. This programme was based on an assumed Decent Homes budget of £17m for 2012-13.

5.2 On 20th December 2011 Cabinet approved (subject to the approval of Full Council) a Decent Homes budget of £25.322m – an increase of £8.322m. This report details the works proposed to be funded from this additional £8.322m.

5.3 This report details proposals for the investment priorities for this additional funding including:

- The inclusion of properties from the Decent Homes "Reserve List" agreed by Cabinet on 4th October 2011
- The inclusion of further properties in the Decent Homes programme
- Energy saving works that may attract additional CESP funding

5.4 In the scheme of things first priority should be given to properties on the "reserve list" agreed by Cabinet on 4th October 2011. The exception to this is the second phase of Ferry Lane Estate – approximately half of the estate is

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already included in the 2012-13 programme and the work to the estate is phased over more than one financial year.

5.5 An additional list of homes has been drawn up, based on information collected in the stock condition survey and informed by an analysis of the repair histories and discussion with Homes for Haringey's repairs contractor - The Housing Repairs Service. (HRS)

5.6 The properties detailed in Appendix 1 of this report are added to the 2012-13 Decent Homes Programme for Cabinet to consider.

5.7 The intention is for these works to be procured through the existing Decent Homes framework following the recent procurement of the rest of the 2012-13 Decent Homes programme.

5.8 These works are awarded under the PPC2000 contract using the existing Decent Homes framework. Officers are currently in the process of finalising the AMPs which will ensure the contracts for these works are let. As highlighted in 3 (b) it is recommended that the award of these contracts be delegated to the Director of Adult and Housing Services in consultation with the Lead Member for Housing to approve this process when ready.

5.9 The detailed breakdown of addresses to be included in the reserve listing for Decent Homes programme Year 5 (2012/123) when funding becomes available, is attached as Appendix 2 for Members to consider.

5.10 Members will note that some homes in the proposed programme are in the "North Tottenham "Area for Change" and plans for the improvement of the area are being considered. However, there are no immediate plans that might affect the investment decisions detailed in this report. It is proposed that the scope of works in the Decent Homes programme are essential to make sure that these homes are safe and weather tight.

Community Energy Saving Programme (CESP)

5.11 The Community Energy Saving Programme (CESP) was created as part of the government's Home Energy Saving Programme. It requires energy suppliers and electricity generators to deliver energy saving measures to domestic consumers in specific low income areas of the UK. These low income areas are called "super output areas" and 65 of Haringey's 144 areas are eligible for CESP funding.

5.12 Social Housing providers in London have found it very difficult to access CESP funding – mainly because of the diverse nature of the housing stock in London, the complexity of the criteria for attracting CESP funding and the requirement for landlords to provide a significant level of match-funding. The

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CESP initiative comes to an end in December 2012 and energy providers appear to be more flexible in their approach to dispensing their CESP obligations.

5.13 Homes for Haringey have been working with a number of energy providers to try to attract CESP Funding. Currently an application in the sum of £271,969 has been submitted to Ofgem by Scottish and Southern Electric for insulation works that will complement the decent homes work currently underway on Broadwater Farm, Stonebridge Road, Winkfield Road, John Keats House and Thomas Hardy House. The outcome of this application is imminent.

5.14 However, recent discussions with Carillion Energy Services have identified an opportunity that could realise a far greater level of investment with limited match funding required from Haringey. A potential initial phase of a CESP scheme has been identified that would attract up to £6.9m of investment including:

- Boiler renewal (including heating controls)
- Loft Insulation
- Cavity Wall insulation
- Solid wall insulation

These works are compatible with the works currently being delivered through the "elemental" Decent Homes programme and would assist in bringing all homes up to the Decent Homes Standard.

5.15 At present, Carillion Energy Services are working to try to reduce the contribution that Haringey will have to make. This funding is currently indicative, based on our Stock Condition Survey data. Detailed surveys will be required to confirm the scope of works that can be delivered.

5.16 CESP schemes currently need to be completed by December 2012. There is therefore a very small window available to firm up the scheme proposals, agree the contract and complete the works on site.

5.17 Haringey Council is a member of the London Housing Consortium (LHC) public sector procurement framework. Carillion Energy Services are appointed companies on both the "Whole House" and "Building Insulation" workstreams of that framework. It is therefore proposed to procure these works by direct call-off of Carillion Energy Services from the LHC Framework.

5.18 The CESP initiative will support the improvement of energy efficiency in the Council housing stock and therefore using £1m of the additional £8.322m capital budget for 2012-13 as potential match funding for CESP works and for elements of work that will not attract CESP funding is a good investment. The CESP funded works are consistent with the priorities of the Decent Homes programme and the Council's Sustainability Strategy.

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5.19 It is intended to spend the full £1m budget but if there is any surplus in this budget, the alternative plan is to fund additional Decent Homes works from the aforementioned "reserve list" detailed as Appendix 2 of this report.

5.20 As highlighted in 3.1(e) consideration of entering into contract with Carillion Energy Services (and/or others) to deliver CESP funded energy saving measures to Haringey Council's housing stock should be dealt with by Director of Adult + Housing Services in consultation with the Lead Member for Housing.

5.21 To commit match funding of up to £1m to support CESP investment in Haringey Council's housing stock, recommendation 3.1 (f) above is further made.

Summary - Proposals for the Decent Homes Programme 2012-13 (Year 5)

5.22 Proposals for homes to be included in the Year 5 programme have been prepared on the basis of the following priorities:

- Continuation of decent homes work on estates in order to complete works that are already underway;
- Worst roofs' (based on repairs history) and roof and window priorities In homes identified by the Haringey Repairs Service (HRS);
- Community Good Neighbour Schemes;
- Stock condition survey data has also been analysed to determine the 'priorities based on investment need'; and
- Other homes in the immediate vicinity area of the above

5.23 As some of the dwellings are within CESP eligible areas, there may be an opportunity to attract additional funding for CESP eligible works. It should be noted, however, that CESP is due to end in December 2012.

5.24 Based on the above criteria, Appendix 1 of this report details the properties that it is proposed are included in the 2012-13 Decent Homes programme.

Procurement

5.25 Cabinet agreed on the 4th October 2011 that the Year 5 programme be procured through a mini-tender between the 4 Decent Homes constructor

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partners. This final call off from the Decent Homes framework has been instructed and the 2 successful constructor partners are currently engaged in pre commencement activity to determine the final AMP values.

5.26 As highlighted in paragraph 3.1 (b) authorisation of these contracts on completion of the procurement process should be delegated to the Director of Adult and Housing Services in consultation with the Cabinet Member for Housing.

5.27 Delegated authority is being requested as highlighted in 3.1(c) for the inclusion of any of the homes on the 'reserve list' (Appendix 2) in the Decent Homes programme when funding is made available, which will allow seamless programme continuity and limit additional contractual preliminaries, thus achieving contractual 'best value'.

5.28 Appendix 2 of this report details the homes that will be included in the Decent Homes programme when funding is confirmed.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 On 7th February, Cabinet approved a Housing capital programme of £43.98m, of which £25.322m was expenditure on the Decent Homes Programme. This is funded from £17.0m of Decent Homes grant and £8.322m contribution from the Housing Revenue Account. This was approved by full council on 28th February 2012.

6.2 The additional works proposed can be financed within this revised capital programme.

7. Head of Legal Services and Legal Implications

7.1 The report seeks Cabinet approval to agree the proposed additional priorities for 2012-12 as detailed in Appendix 1 of the report and to delegate authority to the Director of Adult and Housing Services, in consultation with the Lead Member for Housing to let contracts for these works once the AMPs are finalised.

7.2 Cabinet has the power under section 15 of the Local Government Act 2000 to delegate authority to approve contracts to officers.

7.3 The report also seeks Members approval to delegate authority to the Director of Adult and Housing Services, in consultation with the Lead Member for housing to enter into a contract with the Contractor named in paragraph 5.17 as a direct call-off from the London Housing Consortium framework ("LHC framework").

7.4 The Council is a constituent member of the London Housing Consortium and is therefore able to enter into contracts under the LHC framework.

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7.5 Homes for Haringey have confirmed that the award of contracts under direct call-offs are permissible under the LHC framework. As stated in paragraph 7.2 Cabinet has the power to delegate authority to approve contracts to officers.

7.6 This is a key decision and the Directorate has confirmed it has been included in the Forward Plan.

7.7 It is stated in paragraph 8.6 of the report that leaseholders will be consulted and recharged in accordance with the terms of their leases. In order to be able to recharge leaseholders the consultation will need to comply with statutory consultation procedures.

7.8 The Head of Legal Services sees no legal reasons preventing Cabinet from approving the recommendations set out in the report.

8. Equalities and Community Cohesion Comments

8.1 Homes for Haringey's Asset Management Strategy, 2007/2017, covers all investment in the Council's housing stock, including Decent Homes. In drawing up the Strategy, an Equalities Impact Assessment was undertaken. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the same standard of work, and consideration of specific language and other needs are identified and addressed when drawing up programmes of work.

8.2 A high proportion of households living in temporary accommodation are vulnerable and from Black and Minority Ethnic (BME) communities

Consultation

Resident consultation

8.3 The resident Asset Management Panel and Homes for Haringey Resident Board members met on 24 August 2011 and considered the proposed approach to the prioritisation of the 2012-13 Decent Homes programme. The proposals detailed in this report are consistent with that approach.

8.4 Further communication with residents will be shaped in discussion with the Resident Asset Management Panel and the Homes for Haringey Board's Capital Programme Panel. Residents will be informed when their homes are included in the Decent Homes programme.

8.5 Detailed resident consultation will be carried out with residents of homes included in the programme, to agree the scope and details of the proposed works.

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8.6 Leaseholders will be consulted and recharged in accordance with the terms of their lease(s).

9. Head of Procurement Comments

9.1 The report seeks to agree the proposed additional priorities for 2012/13 and that the work will be awarded by delegated authority by the Director of Adult and Housing Services in consultation with the lead Member through the Decent Homes Framework agreement once the Agreed Maximum Price is finalised with the contractors.

9.2 The CESP works part of the programme are intended to be awarded by direct call off as allowed under the LHC framework for Building Insulation. This has been confirmed by Homes for Haringey following consultation with LHC.

The award for the CESP works contract is proposed to be made by delegated authority to the Director of Adult and Housing Services in consultation with the lead Member.

9.3 The Head of Procurement supports the award of the additional priorities works and the CESP works through existing framework arrangements.

10. Policy Implications

10.1 Changes in funding will have a significant impact on our ability to deliver our Housing Strategy 2009-19, including key priorities:

- To meet housing need through mixed communities
- To ensure housing in the borough is well managed, of high quality and sustainable
- To provide people with the support and advice they need

11. Use of Appendices

Appendix 1 – Further Proposed Priorities for 2012-13 (Year 5)

Appendix 2 – 'Reserve list' of Decent Homes Priorities

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12. Local Government (Access to Information) Act 1985

12.1 The background papers relating to the subject of this report are:

- 'The Award of Framework Agreements to four Decent Homes Constructors Partners'.
- Pre Qualification Questionnaires (PQQ) Responses from Constructors dated September 2006.
- Short List Report dated October 2006
- Invitation to Tender Document dated October 2006
- Tender Reports dated February 2007
- Cabinet Report October 2011 – Agreement of 2012-13 Decent Homes Programme

12.2 These can be obtained from Larry Ainsworth or Pauline Hinds (Senior Project Managers, Homes for Haringey) on 020 8489 1134.

HORNSEY

					KEY ELEMENTS					
STREET NAME	BLOCK NAME	TOTAL DWELLINGS	TENANTS	LEASEHOLD	Pitched Roof	Flat Roof	Windows	Exposed Front Door	Boiler	Electric Wiring
MIDDLE LANE	ALEXANDRA MANSIONS	30	13	17	Yes	Yes	Yes	No	No	No
BROOK ROAD	STOKLEY COURT	46	45	1	No	Yes	Yes	No	Yes	Yes
Total		**76**	**58**	**18**						

NORTH TOTTENHAM

					KEY ELEMENTS					
STREET NAME	BLOCK NAME	TOTAL DWELLINGS	TENANTS	LEASEHOLD	Pitched Roof	Flat Roof	Windows	Exposed Front Door	Boiler	Electric Wiring
				152						
TRULOCK ROAD	TRULOCK COURT	60	51	9	No	Yes	Yes	No	Yes	No
NORTHUMBERLAND PARK	KENNETH ROBBINS HOUSE	129	118	11	No	Yes	No	No	Yes	No
WILLOUGHBY PARK ROAD	ROBERT BURNS HOUSE	69	54	15	No	Yes	No	No	Yes	Yes
WILLOUGHBY LANE	CHARLES BRADLAUGH HOUSE	55	42	13	No	Yes	No	Yes	Yes	Yes
ROSELAND CLOSE	Good Neighbour	20	20	0	No	No	No	No	Yes	Yes
Total		**333**	**285**	**48**						

SOUTH TOTTENHAM

					KEY ELEMENTS					
STREET NAME	BLOCK NAME	TOTAL DWELLINGS	TENANTS	LEASEHOLD	Pitched Roof	Flat Roof	Windows	Exposed Front Door	Boiler	Electric Wiring
WEST GREEN ROAD	CHEDWORTH HOUSE	46	22	24	No	Yes	Yes	No	Yes	Yes
LOOBERT ROAD		10	10	0	No	No	Yes	Yes	Yes	Yes
DORSET ROAD	Good Neighbour	12	11	1	No	No	Yes	Yes	Yes	Yes
Total		**68**	**43**	**25**						

WOOD GREEN

					KEY ELEMENTS					
STREET NAME	BLOCK NAME	TOTAL DWELLINGS	TENANTS	LEASEHOLD	Pitched Roof	Flat Roof	Windows	Exposed Front Door	Boiler	Electric Wiring
COMMERCE ROAD	JOYCE BUTLER HOUSE	26	16	10	no	yes	yes	no	yes	no
COMMERCE ROAD	BASIL SPENCE HOUSE	26	15	11	No	No	Yes	No	yes	No
CLARENCE ROAD	17; 33; 35/35A; 56 flats 1-12	16	14	2	No	Yes	Yes	No	Yes	Yes
NIGHTINGALE ROAD		45	32	13	no	no	yes	no	yes	yes
COMPTON CRES.	Good Neighbour	20	19	1	No	No	Yes	No	Yes	Yes
LOUISE COURT, PELLATT GROVE	Good Neighbour	12	12	0	No	No	Yes	No	Yes	Yes
NEWNHAM ROAD	Good Neighbour	14	11	3	No	No	No	No	Yes	Yes
CLARENCE ROAD good neighbour	GOOD NEIGHBOUR	18	18	0	No	Yes	Yes	No	Yes	Yes
Total		**177**	**137**	**40**						

HORNSEY

					KEY ELEMENTS					
STREET NAME	BLOCK NAME	TOTAL DWELLINGS	TENANTS	LEASEHOLD	Pitched Roof	Flat Roof	Windows	Exposed Front Door	Boiler	Electric Wiring
CONNAUGHT ROAD	CHURCHILL COURT	24	18	6	Yes	Yes	Yes	No	Yes	Yes
CONNAUGHT ROAD	CONNAUGHT LODGE	24	18	6	Yes	Yes	Yes	No	Yes	Yes
AVENUE ROAD	Good Neighbour	12	12	0	No	No	No	Yes	Yes	Yes
SOUTHERN ROAD	BUCKDEN CLOSE Good Neighbour	8	8	0	No	No	Yes	Yes	Yes	Yes
CLISSOLD CLOSE	Good neighbour	17	17	0	No	No	Yes	Yes	Yes	Yes
DRYLANDS ROAD	JOHN CLIFFORD HOUSE Good Neighbour	17	15	2	No	No	Yes	No	Yes	Yes
PARK ROAD	Good Neighbour	28	28	0						
SUMMERSBY ROAD		48	26	22	No	Yes	Yes	Yes	Yes	Yes
Total		**178**	**142**	**36**						

NORTH TOTTENHAM

					KEY ELEMENTS					
STREET NAME	BLOCK NAME	TOTAL DWELLINGS	TENANTS	LEASEHOLD	Pitched Roof	Flat Roof	Windows	Exposed Front Door	Boiler	Electric Wiring
GRETTON ROAD		9	9	0	Yes	Yes	Yes	Yes	Yes	Yes

TENTERDEN ROAD		62	50	12	Yes	Yes	Yes	Yes	Yes	Yes
BEAUFOY ROAD		31	29	2	Yes	Yes	Yes	Yes	Yes	Yes
HEADCORN ROAD		35	25	10	No	Yes	Yes	No	Yes	Yes
PENSHURST ROAD		24	15	9	Yes	Yes	No	No	Yes	Yes
Total		**161**	**128**	**33**						

WOOD GREEN

					KEY ELEMENTS					
STREET NAME	**BLOCK NAME**	**TOTAL DWELLINGS**	**TENANTS**	**LEASEHOLD**	**Pitched Roof**	**Flat Roof**	**Windows**	**Exposed Front Door**	**Boiler**	**Electric Wiring**
TRURO ROAD	MARLOW HOUSE	9	6	3	No	No	Yes	No	Yes	Yes
TRURO ROAD	20; 42/42A; 51 flats 1-6; 56/56A; 61; 71; 84/84A	17	13	4	Yes	Yes	Yes	No	Yes	Yes
Total		**26**	**19**	**7**						

Haringey Council

Report for:	**Cabinet on 20 March 2012**	**Item Number**	

Title:	**Haringey's Homelessness Strategy 2012-14**

Report authorised by:	Mun Thong Phung, Director of Adult and Housing Services Signed: pp Date: 8 March

Lead Officer:	Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail: phil.harris@haringey.gov.uk

Ward(s) affected: All	**Report for: Key Decisions**

1. Describe the issue under consideration

1.1. Haringey's multi agency Homelessness Strategy 2012-2014 has been finalised with the Council's partners.

1.2. This report describes the way in which the new Homelessness Strategy has been developed, what it is seeking to achieve and how it will be implemented.

2. Cabinet Member introduction

2.1 Tackling homelessness is one of the biggest challenges facing Haringey.

2.2 This three year, multi agency Strategy sets out how the Council and its partners will work together to prevent homelessness, tackle the causes of homelessness and provide better outcomes for people who are homeless or at risk of homelessness.

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2.3 Since the production of Haringey's last Homelessness Strategy in 2008, the Council and its partners have made considerable progress in tackling and preventing homelessness and there are now 43% less homeless households living in temporary accommodation than there were in January 2008.

2.4 Haringey is now facing fresh and even bigger challenges, as rising unemployment and a severe shortage of affordable housing – together with the impact of the Government's welfare reforms – threaten to undo our achievements of the past few years by increasing homelessness and making it exceptionally difficult for many residents to find and keep affordable accommodation that meets their needs.

2.5 Despite these immense challenges, we must ensure a joined-up approach to the way in which we meet housing need, regenerate neighbourhoods and allocate social rented housing. Only by doing this will we achieve the Council's objectives of increasing tenure mix, building sustainable and cohesive communities, and tackling health inequalities, worklessness and neighbourhood-based disadvantage.

2.6 This new Homelessness Strategy builds on what we have achieved and learned during the past three years and calls on everyone with an interest in housing in the borough to work together to prevent homelessness, sustain tenancies, increase the supply of affordable housing, mitigate the negative impacts of the welfare reforms and improve the life chances of people who are homeless.

2.7 The inclusive way in which the Strategy has been developed has ensured that it is robust and that it has captured the views of stakeholders, including service users.

3. Recommendations

3.1 It is recommended that Cabinet:

(a) Note the findings of the review of housing need, the outcome of the Equalities Impact Assessment and the feedback received during the consultation on the Draft Homelessness Strategy;

(b) Agrees the strategic priorities set out in the Homelessness Strategy 2012-14 and approves the Strategy and Delivery Plan (see **Appendix A**); and

4. Other options considered

4.1 As local authorities are only required to undertake a review of homelessness at least once every 5 years, consideration was given to producing a 5 year Homelessness Strategy. However, this option was rejected on the grounds that, at a time of so much change and uncertainty, targets that are set for a 3 year period will be more realistic and will encourage stakeholders to work together in pursuit of those targets.

Haringey Council

5. Background information

5.1 The Homelessness Act 2002 places a statutory obligation on all local authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness.

5.2 The requirement to publish a Homelessness Strategy was removed for 'Excellent' Authorities following the enactment of The Local Authorities' Plan and Strategies (Disapplication) (England) Order 2005.

5.3 This is Haringey's third Homelessness Strategy. It has been developed by the Council and its partners, all of whom are strongly committed to providing an effective, evidence based response to one of the borough's biggest problems.

Review of housing need

5.4 The development of the Homelessness Strategy 2012-14 has afforded Haringey the opportunity to carry out a review to assess how effective it has been in tackling homelessness and how well equipped it is to meet future needs.

5.5 On completion, the review of housing need was included in the Draft Homelessness Strategy in order that, during the consultation process, service users and other stakeholders were provided with easy access to all the information that had been used to determine the priorities in the Draft Strategy. The review is now a separate document that will be available on the Council's website.

5.6 Drawing on the findings of the review, the new Homelessness Strategy reiterates the need for early intervention, homelessness prevention, partnership and viable housing options. It seeks to reduce people's reliance on the homelessness legislation and social housing to meet their housing need.

Developing the Strategy

5.7 Haringey's multi agency partnership approach to the development and implementation of the Homelessness Strategy 2008-11 proved very successful and was praised by the Audit Commission in May 2010.

5.8 The new Homelessness Strategy has been developed in partnership with service users and other stakeholders. Work started at the end of 2010 (through the various Homelessness Strategy Delivery Groups that had been in existence for a couple of years) and this was continued by a multi agency Homelessness Strategy Steering Group that was established in May 2011.

5.9 During a series of meetings, members of the Homelessness Strategy Steering Group identified the issues that were important to them and their service users. They also considered the issues raised by the review of housing need.

Haringey Council

5.10 Following these discussions and the public consultation, it was decided that the Homelessness Strategy 2012-14 would include five key objectives (designed to meet the agreed priorities), focus on service delivery and improvement and be delivered through a series of key actions in a three year Delivery Plan.

5.11 Expressed as a set of stakeholder commitments, the 5 key objectives describe Haringey's aspirations and how they will be achieved:

(1) Preventing homelessness and sustaining tenancies

We will work proactively to prevent homelessness by intervening early, championing the development of tenancy sustainment services, and providing high quality advice and support services.

We will continue with the successful multi agency approach that we adopted for our previous strategy, and we will look for new and even more innovative ways to prevent homelessness and help tenants to sustain their tenancies and remain in their homes.

(2) Working in partnership

We know we cannot tackle homelessness on our own. The last 3 years have shown us how much more we can achieve by working together.

We will actively encourage a way of working that involves a joint approach to problem solving and supports the pooling of resources, the co-location of services and the sharing of information and good practice.

(3) Mitigating the negative impacts of the welfare reforms

We will do everything we can to mitigate the negative impacts that changes to welfare benefits will bring.

We will do this by identifying those households whose homes will be put at risk by the reforms and by working with them to prevent homelessness. To achieve this, we will work proactively with private landlords and rental agents to increase the supply of affordable private rented housing.

(4) Increasing the availability of affordable housing

We will maximise the supply of good quality, affordable housing and make best use of the borough's social housing stock.

We will do this by removing barriers to the private rented sector, supporting the development of new affordable housing and by freeing up social rented family and adapted homes.

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(5) Improving the life chances of homeless people

We are constantly reminded of the huge impact that homelessness is having on the health, education attainment, life chances and well-being of some of Haringey's most vulnerable citizens.

We will work proactively to improve the life chances of homeless people by appointing homelessness champions for health, education, employment, social care, children's services and housing.

Implementing the Strategy

5.12 The Homelessness Strategy Delivery Plan has been produced in consultation with stakeholders through a multi agency Homelessness Strategy Steering Group and public consultation. It is a live document that will be reviewed and developed over the life of the Strategy.

5.13 Key stakeholders were invited to a workshop in January 2012 with a view to finalising the content, wording and target dates in the Delivery Plan, and to commit to the delivery of specific actions.

5.14 A multi agency Homelessness Forum will be established in Haringey to ensure that the actions in the Delivery Plan are implemented and that they deliver the intended outcomes in a timely manner.

5.15 The Forum will undertake an annual review of the Homelessness Strategy in order to consider the progress made during the year, look forward to the priorities in future years and report the results to Cabinet.

5.16 Annual progress reports on the implementation of the Homelessness Strategy 2012-14 will be considered by the Council's Cabinet.

Consultation

5.17 Development of the Strategy has been inclusive and involved extensive consultation with service users, service providers, housing staff and other stakeholders.

5.18 Public consultation was carried out between August and October 2011 to capture ideas, views and feedback. This included a half day consultation event, outreach sessions, postal and telephone surveys, focus groups, forums, conferences and workshops, and use of the Council's website.

5.19 There was overwhelming support for the priorities, with many respondents putting forward suggestions as to the actions that would help Haringey achieve its objectives. The full consultation report is attached (see **Appendix B**).

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5.20 Consultation with service users and other stakeholders will continue, to ensure the successful and timely implementation of the Homelessness Strategy 2012-14.

6. Comments of the Chief Finance Officer and financial implications

6.1 The new Homelessness Strategy 2012-14 describes the way in which the Council and its partners are proposing to tackle homelessness during the next three years.

6.2 There are no new resources associated with this Strategy and all improvements and initiatives will be delivered within existing budgets.

7. Head of Legal Services and legal implications

7.1 The legal requirement to publish the Homelessness Strategy is as set out in the body of this report and the Council has carried out the appropriate consultation and will produce an Equalities Impact Assessment before approval by Cabinet.

8. Equalities and Community Cohesion Comments

8.1. The Equalities Impact Assessment has been completed and is attached (see **Appendix C**).

9. Head of Procurement Comments

9.1. Not applicable.

10. Policy Implications

10.1. The Homelessness Strategy 2012-14 will help to address some of the most pressing issues facing Haringey, including child poverty, community safety, educational attainment, health inequalities, poor housing conditions, worklessness and the ongoing reduction in the use of temporary accommodation.

10.2. The Strategy provides the necessary framework and impetus for effective partnership working and the delivery of efficiently managed and co-ordinated services for people who are homeless or at risk of becoming homelessness.

10.3. Development of the Homelessness Strategy has been inclusive and there is widespread multi agency support for ensuring that it is implemented successfully.

10.4. The Homelessness Strategy will help the Council meet its key strategic priorities:

- **A safer Haringey** – tackling domestic violence and safeguarding vulnerable children and adults
- **A healthy, caring Haringey** – tackling health inequalities, promoting independent living, enabling people to remain independent, have choice

Haringey Council

and control over their lives, whilst protecting the vulnerable. Improving the quality of housing and addressing homelessness.

- **A thriving Haringey** – addressing child poverty, meeting housing need.

- **Delivering high quality, efficient services** – delivering customer focused, cost effective services that are responsive to people's needs, producing increased satisfaction reflected in a high performing organisation that delivers value for money.

11. Use of Appendices

Appendix A – Haringey's Homelessness Strategy and Delivery Plan 2012-14

Appendix B – Consultation report

Appendix C – Equalities Impact Assessment

12. Local Government (Access to Information) Act 1985

Haringey's Review of Housing Need 2011

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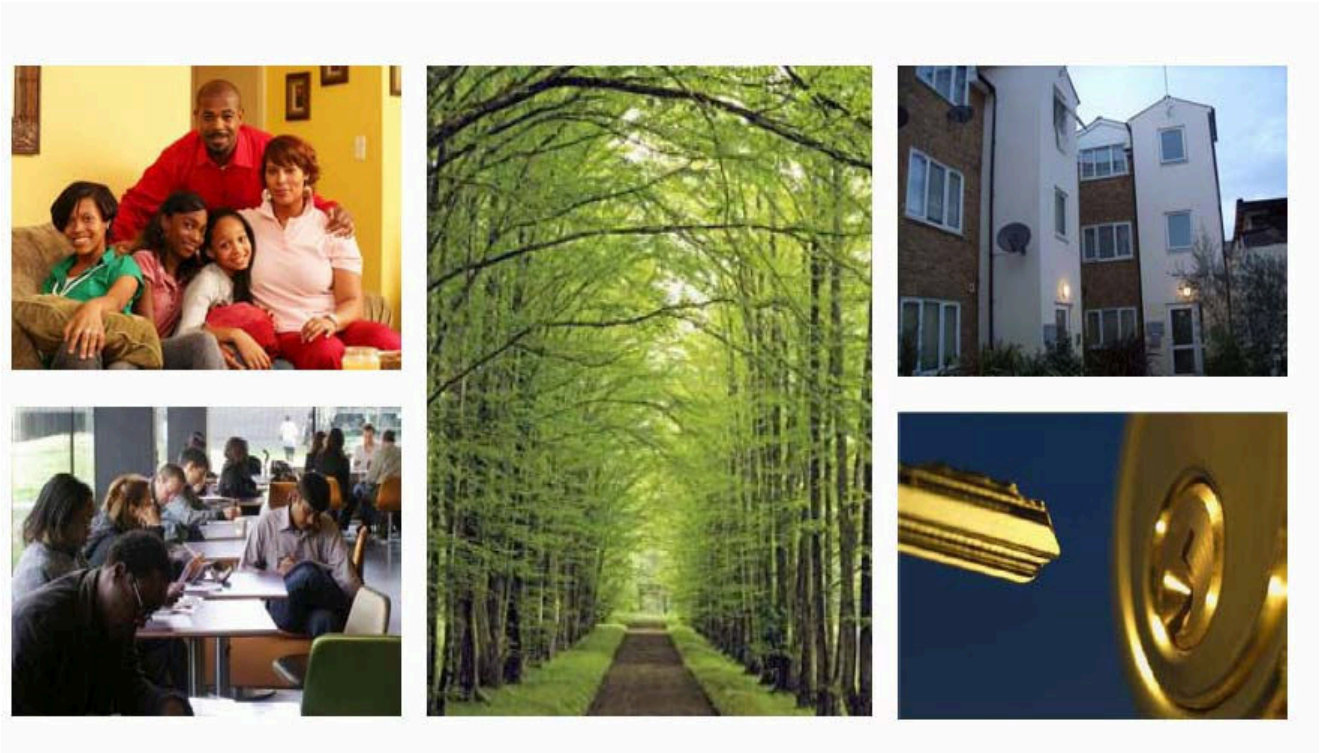
Appendix A

Haringey's Draft Homelessness Strategy 2012-2014

Community Housing Services



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Foreword

With its emphasis on collaborative, multi agency working, Haringey's last three year Homelessness Strategy marked a fresh approach to the way in which homelessness is tackled and prevented in the borough.

Together, we have improved the services available to people who are homeless or at risk of becoming homeless, and we have almost halved the number of homeless households living in temporary accommodation. By promoting housing options and focusing on early intervention, we have prevented homelessness and reduced the demand for social rented housing.

One of the key features of our new, inclusive approach is the way in which we have involved, and consulted with, service users and other stakeholders. Events are well attended and attract positive and constructive feedback.

An online housing directory enables residents to access information about a wide range of services relating to housing, health, education and employment.

Housing applicants are also able to make better, more informed decisions about their future housing because they can now access information about the supply of social rented housing in each part of the borough.

Although it is important we celebrate these successes, we are now facing fresh and even bigger challenges as rising unemployment and a severe shortage of affordable private rented housing – together with the impact of the Government's welfare reforms – threaten to undo all of our achievements of the past few years by increasing homelessness and making it a lot more difficult for residents to meet their housing needs with their own resources.

Haringey's new multi agency Homelessness Strategy builds on the success of the past three years and calls on everyone with an interest in housing in the borough to work together to prevent homelessness, sustain tenancies, increase the supply of affordable housing, mitigate the negative impacts of the welfare reforms and improve the life chances of people who are homeless.

I would like to thank all of the Council's partners who have worked so hard to achieve the excellent improvements of the last few years.

Councillor John Bevan
Cabinet Member for Housing

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Introduction and overview

When we developed our last Homelessness Strategy in 2008, around five per cent of Haringey residents were living in temporary accommodation, homeless families were putting their lives on hold for years while they waited for rehousing, and there was not enough social rented housing to meet demand.

Haringey's Homelessness Strategy 2008-2011 represented a fresh approach to addressing the housing needs of the residents of Haringey, and it was shaped and delivered by a broad cross-section of stakeholders.

During the past three years, the emphasis has been on reducing homelessness and the Council's use of temporary accommodation, improving the quality of temporary accommodation and ensuring that people receive the advice and support they need to achieve independence.

In 2010, the Audit Commission[1] recognised Haringey's "comprehensive approach to preventing homelessness" and acknowledged the effectiveness of its multi agency approach to tackling and preventing homelessness.

Since its Comprehensive Spending Review in October 2010, the Government has substantially reduced its investment in public services and affordable housing. It has also announced a whole raft of welfare reforms that are designed to reduce public expenditure on Housing Benefit and remove any disincentives for people of working age to look for work.

Together with the Affordable Rent Model (which enables registered providers to charge rents equivalent to 80 per cent of the local market rent on new homes and existing social rented housing that becomes empty), the increased use of Flexible Tenancies (which enable registered providers to offer fixed term tenancies lasting 2 years or more) is expected to result in a sustained reduction in the supply of secure / assured tenancies at social rents.

Building on the experience gained during the last 3 years, this new Homelessness Strategy will seek to mitigate the negative impacts that the welfare reforms have on the residents of Haringey. It will continue to ensure that homelessness prevention remains at the top of everyone's agenda and that, through partnership, the citizens of Haringey are provided with effective, high quality services that provide value for money and improve their life chances and enable them to secure and sustain suitable housing.

Strategic context

The Homelessness Act 2002 places a statutory obligation on all local authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness.

This is Haringey's third Homelessness Strategy. It has been developed by the Council and its partners, all of whom are strongly committed to providing an effective, evidence based response to one of the borough's biggest problems.

[1] Audit Commission, Allocations, Lettings and Homelessness Re-inspection, London Borough of Haringey 2010

Although some of the causes of homelessness are the same, it is clear that the current economic situation, the welfare reforms and the Localism Act 2011 will have a significant impact on the nature and shape of the services and options that will be needed to prevent and alleviate homelessness.

Scope of the Strategy

This Homelessness Strategy focuses on preventing homelessness and meeting the needs of homeless people in Haringey. It does not cover move-on from supported accommodation, rough sleeping or, indeed, overcrowding and under-occupation in social rented housing, since these are addressed in the Move-On Strategy, Rough Sleepers Strategy and the Overcrowding and Under-occupation Strategy respectively.

How we produced the Strategy

The Homelessness Strategy was initiated by the Integrated Housing Board, a theme Board of the Haringey Strategic Partnership. It is a sub strategy of the Housing Strategy 2009-2019.

This Strategy has been developed in partnership with a wide range of stakeholders, including housing associations and voluntary and community groups that are committed to working with the Council to prevent homelessness and provide services that meet the needs of homeless people.

Consultation on the Strategy

To ensure that we identified all the issues, consulted residents and a wide range of groups and organisations. Although the activities that took place during the consultation period were focused on the draft priorities, feedback was encouraged on all aspects of the Homelessness Strategy.

HAVCO members and more than 200 colleagues across Housing, Social Care, Health, Education, Benefits and Voluntary and Community sectors, were contacted directly, inviting them to a half day consultation event and/or to submit their views and comments on the draft strategy. We also held 3 separate sessions with service users and support providers and invited feedback from private sector landlords at the Landlords Forum. The consultation period ran from August until October 2011.

There was unanimous support for the priorities that were contained within the draft strategy, and many of the comments and suggestions made related to specific actions that could help achieve the priorities. A full report detailing the results of the consultation can be found on Haringey Council's website.

The local context – the situation in Haringey

Who lives in Haringey?

- There are approximately 230,000 people living in Haringey.
- Haringey ranks as the fifth most diverse borough in London.
- Overall 34.4 per cent of Haringey's population, and three-quarters of our young people, are from ethnic minority backgrounds.
- 40 per cent of children in Haringey live in poverty (8th highest in England) and in Tottenham, this increases to 48 per cent[2] of children.
- Buying a home in Haringey is expensive; lower wages and high house prices make it impossible for some people to ever buy a house. The average price is £342.342[3] whereas the average household gross income is £30,295[4] (lower than the London average). The average household income in the east of Haringey is £16,000 less than in the west.

Homelessness in Haringey

- The level of homelessness acceptances in Haringey reflects the level of poverty and deprivation in the borough. In 2010/11 Haringey accepted 494 households, the 4th highest in London.
- Just over a third of all households accepted became homeless because they were asked to leave by a parent, family or friends; 17% had their private sector assured shorthold tenancies brought to an end. In 75% of these cases, landlords ended the tenancy without declaring any grounds relating to a breach of tenancy.
- In 2010/11 41% of applicants were of black origin, compared with 16% of the population in Haringey.
- Half of the households accepted were lone parents and almost 60% of all households had dependant children.
- Single vulnerable people made up 39% of all accepted applicants.
- In October 2011 there were 3110 households in TA (2339 fewer than in January 2008).
- In 2010/11 Social Services assisted 105 16/17 years olds who said they had no-where to live.
- The Housing Advice and Options teams were able to prevent homelessness in 780 cases in 2010, with more than 70% of these households being helped into private rented accommodation.

[2] Child Poverty Map, Part 1, England, March 2010
[3] Land Registry data, January 2011
[4] Haringey median household income (gross), CACI, 2010

- There are currently 9,000 households on Haringey's Housing Register.

- In 2010/11, there were more than 800 social housing lettings in Haringey, of which 23% related to housing association homes. Just over half (54%) of the offers made via the Housing Register were made to homeless households living in temporary accommodation.

- Recognising the high levels of need, the Home and Communities Agency has invested more than £139 million in Haringey since 2007, most of which has been used to provide new housing.

- Since April 2011, the Local Housing Allowance has been set at the 30th percentile of rents and has been 'capped'. This means that only 3 properties in every 10 will be let at rents that are at or below the amount that can be taken into account in the calculation of Housing Benefit.

- The most significant financial impact will be felt by large families currently living in homes that have more than four bedrooms because of the introduction of the Local Housing Allowance Cap of £400pw. For a seven person household, the average loss in Haringey will be £58 per week.

- Analysis of Haringey's Housing Benefit data has revealed that 846 single claimants aged between 25 and 35 will see a reduction in their housing benefit entitlement when the Shared Accommodation Rate is applied to claimants under the age of 35. In Haringey, 88% of claimants will lose more than £50 per week.

A more detailed picture of housing needs can be found in Haringey's Review of Housing Need, produced in 2011.

What we have achieved so far

Haringey's Homelessness Strategy 2008-2011 set out the borough's strategic priorities, nine key objectives and 64 key actions. Each key action was defined further, resulting in a total of 234 specific actions which were continuously reviewed. Some 89 per cent of the specific actions contained in the Strategy were completed and, where appropriate the remaining specific actions have been incorporated into the Homelessness Strategy 2012-14.

The main achievements of the Homelessness Strategy 2008-2011 include:

- A 40 per cent reduction in the use of temporary accommodation since January 2008.

- A significant reduction in the costs of temporary accommodation.

- A 'whole service' restructure of the Council's Housing Service in 2009 that established dedicated Housing Advice, Housing Options and Private Sector Lettings teams, providing a focus on homelessness prevention and the provision of housing options as a viable alternative to social housing.

- 890 households prevented from becoming homeless between 2009-11. Some 619 of these were helped to remain in their homes; the other 1,271 were helped to move into alternative accommodation.

- 650 homeless households living in temporary accommodation were helped to access the private sector between 2009-11, after deciding that they no longer wanted to await an offer of social rented housing and remain in temporary accommodation for many years.

- Continued success in helping overcrowded and under-occupying households move to more suitable accommodation (68 in 2010/11).

- A new Housing Allocations Policy (March 2011).

- Rough Sleepers Strategy and Move-On Strategy.

- Development of an online housing service directory.

- An online guide and map showing the location of social rented housing.

- Continued good attendance at the TA User Forum and Landlords Forum.

- Well developed partnerships and joint working.

Links with other Strategies and Plans

The purpose of the Homelessness Strategy is to tackle and prevent homelessness and to encourage all stakeholders to contribute positively to its successful and timely implementation.

As there are direct links between the objectives and priorities in the Homelessness Strategy and those in a wide range of other plans and strategies, it is essential that all of these plans and strategies are closely aligned and that all stakeholders work together to achieve common priorities.

Housing Strategy 2009-19

Haringey's overarching Housing Strategy includes an objective of "meeting housing need through mixed communities which provide opportunities for our residents and to provide people with the support and advice they need in order to prevent homelessness".

The Homelessness Strategy includes the detailed actions necessary to achieve this objective in the Housing Strategy.

Move-on Strategy 2011-16

The purpose of short term supported accommodation is to prevent homelessness and prepare people for independent living by working with service users to develop their skills and confidence.

Where service users remain in supported housing for too long, they will not only be denied the opportunity to achieve independence but will also prevent other people from accessing, and benefiting from, supported accommodation.

In the last Homelessness Strategy, we agreed to address this by developing a Move-on Strategy that includes the necessary actions to ensure that Haringey has a range of suitable and viable options for people who are ready to move on, some of whom may require some other type of support.

Rough Sleepers Strategy 2010-12

The Move-on Strategy and Rough Sleepers Strategy are sub-strategies of the Homelessness Strategy; they have been created in tandem as there are significant links between the two. In order to prevent rough sleeping it is essential that short term supported housing is available to people in need.

Supporting People Five Year Strategy 2005-10

Although this Strategy is due to be refreshed, it will be developed as a Commissioning Plan for Housing Related Support for the expressed purpose of ensuring that resources are targeted to support the priorities of the Council.

We will ensure that the Commissioning Plan takes into account the relevant priorities in the Homelessness Strategy 2012-14.

Overcrowding and Under-occupation Strategy 2011-16

Although a lot of work has been done to tackle overcrowding, this Strategy aims to ensure a co-ordinated multi-agency approach across the borough.

As the Government's welfare reforms are expected to cause a significant increase in the number of families that become homeless, it is essential that we make best use of the limited stock of social housing in Haringey. By working with partners to encourage under-occupiers to downsize, we will be able to free up larger properties for families in housing need.

Child Poverty Strategy 2011

One of the 5 objectives in Haringey's first Child Poverty Strategy 2008-11 is to ensure that children live in adequate housing. Housing issues (including housing-related debt, overcrowding, disrepair, substandard housing and living in temporary accommodation) can all contribute to high levels of child poverty.

One of the statutory duties introduced in the Child Poverty Act is for local authorities to undertake a local child poverty needs assessment. In Haringey, this was completed in 2010 and has informed the Homelessness Strategy.

Haringey's Housing Allocations Policy 2011

One of the key actions in the Homelessness Strategy 2008-11 was to develop a new Housing Allocations Policy that ensures that best use is made of Haringey's social rented housing and applicants are prioritised appropriately.

As the Housing Allocations Policy has a crucial role to play in helping us to manage homelessness, we will monitor the application of the Policy and use the information and data when reviewing the Homelessness Strategy.

Our priorities and how are we going to achieve them

After reviewing housing need, assessed the likely impact of the Government's welfare reforms and consulted widely with stakeholders, we have developed a Homelessness Strategy that has 5 key priorities:

1. **Preventing homelessness and sustaining tenancies**

   We will work proactively to prevent homelessness by intervening early, championing the development of tenancy sustainment services, and providing high quality advice and support services.

   We will continue with the successful multi agency approach that we adopted for our previous strategy, and we will look for new and even more innovative ways to prevent homelessness and help tenants to sustain their tenancies and remain in their homes.

We are going to achieve this priority by:

- Identifying the reasons for no fault evictions and develop a new approach to negotiating with private sector landlords to prevent homelessness.
- Improving long term outcomes for young people by developing mediation services.
- Enabling people to sustain their tenancies by developing pre-tenancy training for Care Leavers, people moving –on from short term supported accommodation, and those entering the private rented sector through Council schemes .
- Looking at the feasibility of introducing accreditation for tenants to recognise responsible tenants and provide them with a competitive edge when seeking new accommodation.
- Through the Housing Related Support Practitioners Group enable all agencies to share good practice, ensure a consistent approach to tenancy sustainment and help to deliver associated actions in council plans.
- Ensuring that commissioned housing related support services are accessible to, and meet the needs of, vulnerable households.
- Working with young people in schools to intervene early by raising awareness of the realities of homelessness and signposting to relevant services that support and assist young people.
- Minimising evictions of vulnerable tenants by expanding the remit of the Vulnerable Tenants Panel to include tenants of registered providers.
- Working proactively with registered providers, sharing good practice and developing ways of reducing evictions from social tenancies through the Registered Providers Forum.
- Working with Health Visitors and Social Workers to enable them to prevent homelessness by accessing homelessness prevention fund.
- Ensuring our schemes and service information is up to date and well publicised.
- Reviewing how equalities data is collected with a view to improving response rates
- Consulting elected members on the new powers under the Localism Act and any proposed changes to operations procedures

2. Working in partnership

We know we cannot tackle homelessness on our own. The last three years have shown us how much more we can achieve by working together.

We will actively encourage a way of working that involves a joint approach to problem solving and supports the pooling of resources, the co-location of services and the sharing of information and good practice.

We are going to achieve this priority by:

- Establishing a Homelessness Forum for partners to exchange information and best practice, to ensure that services are co-ordinated, inclusive and have a multi-disciplinary approach to meeting need.
- Seeking opportunities to pool resources, co-locate and avoid duplication to make the best use of our resources; ensuring services are delivered in the most effective way that gives value for money.
- Adopting a co-ordinated approach to grant bidding, working collaboratively to identify and share information on funding opportunities to secure additional resources and promote innovation.
- Working together to address the impacts of national and local changes and their implications for service delivery.
- Ensuring a multi-agency approach to delivering the priorities of this Strategy through the Homelessness Forum.

3 Mitigating the negative impacts of the welfare reforms

We will do everything we can to mitigate the negative impacts that changes to welfare benefits will bring.

We will do this by identifying those households whose homes will be put at risk by the reforms and by working with them to prevent homelessness. To achieve this, we will work proactively with private landlords and rental agents to increase the supply of affordable private rented housing.

We are going to achieve this priority by:

- Contributing to the development of targeted services within North London which focus on providing monetary advice, negotiation with landlords to lower rents and practical support for families forced to move on.
- Working with the Benefits and Local Taxation Service to identify people negatively affected by the changes to welfare benefits, and with our partners to ensure households receive the help they need to find appropriate solutions.
- Mitigating the impact of the changes to the single room rate by maximising the availability of good quality, well managed single rooms for rent for the under 35's, e.g. supported lodgings, securing nomination rights during the HMO licensing process.
- Implementing and monitoring the impacts of the 4 boroughs' agreement on the joint procurement of temporary accommodation.
- Support the Pan London Agreement on the use of temporary accommodation and minimise out of borough placements of vulnerable households.

4. Increasing the availability of affordable housing

We will maximise the supply of good quality, affordable housing and make best use of the borough's social housing stock.

We will do this by removing barriers to the private rented sector, supporting the development of new affordable housing and by freeing up social rented family and adapted homes.

We are going to achieve this priority by:

- Working with private sector landlords and agents, to promote the benefits of working with Haringey Council, building links which act as an incentive and remove the barriers to procuring and accessing private sector accommodation.
- Considering all of the borough's needs when negotiating with housing suppliers, to ensure opportunities to acquire accommodation are not missed.
- Working with Children's Services and Adult Services to bring about a co-ordinated approach for the procurement of accommodation for vulnerable people in need of housing
- Bringing empty homes back in to use and maximise the supply of affordable good quality shared housing by implementing the Additional HMO Licensing scheme, taking enforcement action when needed.
- Seeking to develop new housing options for young people such as a foyer or a supported lodgings scheme.
- Ensuring the best use of our stock and reduce unlawful sub-letting by widening the fraud initiative to include registered providers, promote transfer incentive schemes and effectively utilise short term supported accommodation through Haringey's Move-On delivery plan.
- Consult with partners and the public to produce a Tenancy Strategy which details the tenure and term of tenancies offered by the local authority

5. Improving the life chances of homeless people.

We are constantly reminded of the huge impact that homelessness is having on the health, education attainment, life chances and well-being of some of Haringey's most vulnerable citizens.

We will work proactively to improve the life chances of homeless people by appointing homelessness champions for health, education, employment, social care, children's services and housing.

We are going to achieve this priority by:

- Providing opportunities for service users to be involved in shaping services through the TA User Forum and other groups.
- Working with the Haringey Guarantee to offer short term work placements to Haringey residents and promote schemes that provide advice on education, training and employment.
- Encouraging saving and enable access to low cost finance by promoting the Haringey, Islington and City Credit Union.
- Working closely with the educational welfare service to minimise the disruption that may occur when families move to new accommodation.
- Reducing the impact of overcrowding and the effects on children, through targeted advice, housing options and support.
- Increasing the number of people attaining and maintaining independent living through Housing Related Support Services.
- Ensuring that vulnerable adults and children retain their support networks, by working with Children's and Adult services, ensuring they are notified of housing decisions that affect vulnerable families.
- Reviewing the data we collect so that have a clearer understanding of the health needs of households in TA
- Ensuring that the health inequalities faced by homeless households are addressed through the forthcoming Health and Wellbeing Strategy
- Reducing the impact of moves due to violence by developing and linking services in Haringey and across London.
- Ensuring staff have received training and are aware of safeguarding issues and referral mechanisms

How we will implement and monitor this strategy

A multi agency Homelessness Forum will be established in Haringey to ensure that the actions in the Delivery Plan are implemented and deliver the intended outcomes in a timely manner.

The Homelessness Forum will undertake an annual review of the Homelessness Strategy, to consider the progress made during the year and to look forward to the priorities in the new year and report the results to Cabinet.

Annual progress reports on the implementation of the Homelessness Strategy 2012-14 will be considered by the Council's Cabinet.

As well as monitoring the implementation of the Homelessness Strategy, the Homelessness Forum will identify and share good practice.

Delivery Plan

The Homelessness Strategy Delivery Plan has been produced in consultation with a wide range of stakeholders through a multi agency Homelessness Strategy Steering Group and public consultation. It will be a live document that will be reviewed and developed over the life of the Strategy.

Priority	Key Actions	SMART Target	By when	Resources	By whom
1. Preventing homelessness and sustaining tenancies	**Identify the reasons for no fault evictions and develop a new approach to negotiating with private sector landlords to prevent homelessness.**		**Jan 2013**	**Within existing resources**	**Various (see below)**
	1.1.1 Establish a reportable monitoring process for no fault evictions	Monitoring process agreed			Housing Assessments and Lettings Manager/ Housing Advice and Options Manager
	1.1.2 Monitor no fault evictions monthly to identify reasons	Monitoring implemented	April 2012		
	1.1.3 Survey landlords to identify what could have prevented eviction	Research completed	Sept 2012		Housing Advice and Options Manager
	1.1.4 Run a workshop at the landlords forum to identify approach most likely to succeed in preventing homelessness	Landlord feedback obtained	Sept 2012		Housing Advice and Options Manager
	1.1.5 Report outcomes of 1.2-1.4 and recommend new approach	New approach report produced	November 2012		Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.1.6 Implement new approach	New approach implemented	Jan 2013		
	Improve long term outcomes for young people by developing mediation services.		**Dec 2012**	**Within existing resources**	**Various (see below)**
	1.2.1 Pilot provision of dedicated family mediation service for 16/17 year olds who have been asked to leave by their families.	SLA drafted	March 2012		Commissioning Manager (Housing Related Support)
	1.2.2 Agree outcomes measures and method of delivery	Service implemented	March 2012		Head of Housing Support and Options
	1.2.3 Monitor impacts and outcomes to assess need to continue approach and mainstream	Monitoring completed and recommendations made	December 2012		Commissioning Manager (Housing Related Support)
	Enable people to sustain their tenancies by developing pre-tenancy training for Care Leavers, people moving –on from short term supported accommodation, and those entering the private rented sector through Council schemes .		**June 2013**	**Within existing resources**	**Vulnerable Adults Team Manager and Housing Advice and Options Manager**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.3.1 Identify key staff that will deliver the training 1.3.2 Ensure key staff have attended training for trainers 1.3.3 Agree and implement a timetable of sessions to be delivered across advice and options service users, care leavers and people moving on from supported housing 1.3.4 Track tenancy success after 12 months to monitor effectiveness of scheme and adjust/ amend training where needed	Pool of staff identified and trained Sessions scheduled and delivered Monitoring Report completed Pre-tenancy training updated	March 2012 April 2012 June 2013		
	Look at the feasibility of introducing accreditation for tenants to recognise responsible tenants and provide them with a competitive edge when seeking new accommodation		**2013/14**	**Within existing resources**	**Housing Advice and Options Manager**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.4.1 Research existing schemes and best practice, taking into account the cost and short and longer terms outcomes for tenants and landlords.	Research completed			
	1.4.2 Report findings and recommendations to Senior Management	Report completed and recommendations made			
	1.4.3 Implementation recommendations	Recommendations Implemented			
	Through the Housing Related Support Practitioners Group enable all agencies to share good practice, ensure a consistent approach to tenancy sustainment and help to deliver associated actions in council plans.		**June 2012**	**Within existing resources**	**Commissioning Manager (Housing Related Support)**
	1.5.1 Review membership of the Housing Related Support Practitioners Group to ensure that representatives from partnership organisations	Review Completed	March 2012		

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.5.2 Ensure robust and transparent governance arrangements 1.5.3 Programme and hold regular meetings	Terms of reference agreed Meetings scheduled	June 2012		
	Ensure that commissioned housing related support services are accessible to, and meet the needs of, vulnerable households. 1.6.1 Strategically consider the needs of vulnerable households and current service provision of housing related support services 1.6.2 Develop a Housing Related Support Commissioning Plan	 Review of provision and needs completed Commissioning plan produced	**March 2012**	**Within existing resources**	**Commissioning Manager (Housing Related Support)**
	Work with young people in schools to intervene early by raising awareness of the realities of homelessness and signposting to relevant services that support and assist young people.		**April 2013**	**Within existing resources**	**Head of Housing Support and Options**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.7.1 Work with schools and Alone in London to develop a timetable of sessions to ensure the Alone in London package reaches as many young people as possible. 1.7.2 Deliver sessions in line with timetable	Timetable agreed Sessions delivered	January 2013 April 2013		
	Minimise evictions of vulnerable tenants by expanding the remit of the Vulnerable Tenants Panel (VTP) to include tenants of registered providers. 1.8.1 Seek Panel members agreement to expand panel remit 1.8.2 Notify registered providers of VTP remit , referral processes and VTP meeting timetable by October 2012	Remit expanded	**March 2013**	**Within existing Resources**	**Vulnerable Adults Team Manager**
	Working proactively with registered providers, sharing good practice and developing ways of reducing evictions from social tenancies through the Rent Arrears forum.		**March 2013**	**Within existing Resources**	**Head of Housing Needs and Lettings**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.9.1 Ensure a standing item on rent arrears, is included in the registered providers forum and review membership to ensure representation from Benefits and Local Taxation . 1.9.2 Consult with the Registered Providers Forum to establish the feasibility of establishing a Rent Arrears forum. 1.9.3 Implement recommendations	Rent arrears best practice/issues discussed Recommendations made and implemented	Sept 2013 March 2013		
	Work with Health Visitors and Social Workers to enable them to prevent homelessness by accessing a homelessness prevention fund. 1.10.1 Develop an offer to Social Workers and health visitors describing the circumstances under which assistance can be provided from a homelessness prevention fund, including any limits.	Offer to social worker and health visitors agreed	**April 2014** January 2014	**Within existing resources**	**Housing Advice and Options Manager**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	1.10.2 Develop application and approval process for the release of funds, including incorporating into existing VTP panel process	Application process agreed	March 2014		
	1.10.3 Notify all relevant officers	Offer promoted and implemented	April 2014		
	Ensure service offer and schemes are up to date and well publicised		**March 2013**	**Within existing resources**	**Service Operations Manager**
	1.11.1 Review all service and scheme literature including who to contact to report disrepair	Literature reviewed and updated	Sept 2012		
	1.11.2 Promote the Advice Line	Schemes publicised	March 2013		
	1.11.3 Promote online advice				
	1.11.4 Consider joint publicity with registered providers				

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Review how equalities data is collected with a view to improving response rates. 1.12.1 Review all forms and practices, including on-line guidance and make recommendations. 1.12.2 Identify any trends among over represented groups by analysing annually the reason for loss of last home in each protected group.	Review complete and recommendations made	**Sept 2012**	**Within existing resources**	**Service Operations Manager**
	Consult elected members on the new powers under the Localism Act and any proposed changes to operational procedures 1.13.1 Produce Cabinet report for consideration and make recommendations 1.13.2 Implement any agreed changes.	Cabinet report completed Recommendations implemented	**June 2012**	**Within existing resources**	**Deputy Director Community Housing Services**

Priority	Key Actions	SMART Target	By when	Resources	By whom
2. Working in partnership	**Establish a Homelessness Forum for partners to exchange information and best practice, to ensure that services are co-ordinated, inclusive and have a multi-disciplinary approach to meeting need.**		**March 2012**	**Within existing resources**	**Homelessness Strategy Implementation Officer, then led by Chair of Forum**
	2.1.1 Establish a Homelessness Forum with representatives from partner organisations	Homelessness Forum established			
	2.1.2 Ensure robust and transparent governance arrangements, to include monitoring the progress of the Homelessness Strategy Delivery Plan	Chair appointed and terms of reference agreed			
	2.1.3 Programme and hold regular meetings	Meetings scheduled			

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Seek opportunities to pool resources, co-locate and avoid duplication, ensuring services are delivered in the most effective way that gives value for money. 2.2.1 Include joint working as a standing agenda item at the homelessness forum, showcasing good examples of joint working and service delivery and enabling partners to make links that can lead to efficiencies	Regular briefings delivered	March 2012	Within existing resources	As 2.1
	Adopt a co-ordinated approach to grant bidding, working collaboratively to identify and share information on funding opportunities to secure additional resources and promote innovation. 2.3.1 Identify a lead officer to; maintain a register of grant bids and bidding activity and be the point of contact for agencies	Lead officer identified	April 2013	Within existing resources	As 2.1

Priority	Key Actions	SMART Target	By when	Resources	By whom
	2.3.2 Publicise co-ordination of grant bidding through the homelessness forum 2.3.3 Ensure the register is kept up to date through quarterly forum bulletins	Register established and updated			
	Work together to address the impacts of national and local changes and their implications for service delivery. 2.4.1 Include policy updates as standing agenda item at the Homelessness Forum to generate discussion and collaboration	Policy updates delivered	March 2012	Within existing resources	Service Operations Manager/ Corporate Policy Team
3 Mitigating the negative impacts of the welfare reforms	**Contribute to the development of targeted services within North London which focus on providing monetary advice, negotiation with landlords to lower rents and practical support for families forced to move on.**		April 2012	Sub regional grant funding	Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	3.1.1 Consider the feasibility of hosting one of two hubs offering targeted support for the North London sub region 3.1.2 Subject to available resources make necessary arrangements to enable launch of specialist service and monitor outcomes	Recommendations made Service launched and outcomes monitored			
	Work with Benefits and Local Taxation to identify people negatively affected by the changes to welfare benefits, and with our partners to ensure households receive the help they need to find appropriate solutions. 3.2.1 Obtain a regular report which highlights households that will receive a reduced amount of benefits when transitional protection ends, to enable a planned service response	Monthly reports received	**April 2012**	**Within existing resources**	**Housing Advice and Options Manager**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	3.2.2 Liaise with Benefits to ensure households are signposted to obtain advice	Guidance in place			
	3.2.3 Liaise with Customer Services to ensure when appropriate households are referred to hub	Referral process confirmed			
	Mitigate the impact of the changes to the single room rate by maximising the availability of good quality, well managed single rooms for rent for the under 35's		**March 2013**	**Within existing resources**	**Various (see below)**
	3.3.1 Consider feasibility of offering discount on HMO licensing in return for nomination rights	Recommendations made			Housing Improvement Team Manager (Private Sector)
	3.3.2 Consider feasibility of developing a supported lodging scheme for young people				Head of Housing Support and Options
	3.3.3 Implement recommendations subject to approval	Recommendations implemented			Housing Improvement Team Manager (Private Sector) / Head of Housing Support and Options

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Implement the 4 boroughs' agreement on joint procurement of temporary accommodation and monitor outcomes and impacts		**April 2012**	**Within existing Resources**	**Head of Housing Needs and Lettings**
	3.4.1 Monitor on a monthly basis the number, location, price and types of properties offered to and secured by the four boroughs	Monthly monitoring completed and distributed	August 2011		
	3.4.2 Regularly review terms of agreement and membership, agreeing any amendments	Review ongoing	April 2012		
	Support the Pan London agreement on the use of temporary accommodation and minimise out of borough placements of vulnerable households.		**December 2012**	**Within existing resources**	**Head of Housing Needs and Lettings**
	3.5.1 Monitor Inter Borough Temporary Accommodation Agreement returns to understand other borough placements into Haringey	Monthly monitoring completed			

Priority	Key Actions	SMART Target	By when	Resources	By whom
	3.5.2 Liaise with other London Boroughs to minimise breaches of the agreement and ensure vulnerable households are supported	Breaches identified and addressed			
4. Increasing the availability of affordable housing	**Work with private sector landlords and agents, to remove the barriers to procuring and accessing quality private sector accommodation.** 4.1.1 Continue to regularly hold Landlord Forums to build links that act as an incentive to work with the Council 4.1.2 Promote the benefits of working with the Council through the landlords newsletter 4.1.3 Consult landlords on feasibility and benefits of introducing a tenant accreditation scheme 4.1.4 Ensure landlords and tenants have access to advice and support when needed.	Quarterly Forums Held Monthly Newsletter published Research Completed Consultation report complete	**April 2013**	**Within existing resources**	**Housing Advice and Options Manager**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Work with Children's Services and Adults services to bring about a co-ordinated approach for the supply of accommodation for vulnerable people in need of housing 4.2.1 Liaise with Children and Families and Adults services to identify procurement needs annually for each service	Annual procurement needs identified and recorded	**April 2014**	**Within existing resources**	**Various (see below)** Head of Housing Support and Options/ Commissioning Manager (Housing Related Support)/ Housing Design and Major Projects Team Leader
	Consider all of the borough's needs when negotiating with housing suppliers, to ensure opportunities to acquire accommodation are not missed. 4.3.1 Produce annual procurement projections as a tool to ensure procurement matches need across the council services	Procurement projections mapped	**April 2014**	**Within existing resources**	**Various (see below)** Head of Housing Needs and Lettings/ Housing Design and Major Projects Team Leader

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Bring empty homes back in to use and maximise the supply of affordable good quality shared housing by implementing the Additional HMO Licensing scheme, taking enforcement action when needed.		**April 2013**	**Within existing resources**	**Various (see below)**
	4.4.1 Assess feasibility of expanding additional licensing of HMO's	Feasibility report complete			Housing Improvement Team Manager (Private Sector) / Corporate HMO group
	4.4.2 Explore feasibility of increasing capacity in relation to enforcement activity	Feasibility report complete			
	4.4.3 Explore funding opportunities which can bring empty homes back into use.	Funding identified (quarterly)			Housing Improvement Team Manager (Private Sector)
	4.4.4 Look at the feasibility of working with co-operatives to bring empty homes back into use				

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Seek to develop new housing options for young people such as foyers or supported lodgings schemes.		**April 2014**	**Within existing resources**	**Various (see below)**
	4.5.1 Work with social services to set up training flats for young people leaving care to ensure they gain the skills to live independently and sustain future tenancies	Training flats established			Head of Housing Support and Options
	4.5.2. When negotiating terms of existing and new developments, consider mapped projections and Identify providers that may be interested in developing specialist housing	Providers identified			Head of Housing Needs and Lettings
	Ensure the best use of our stock and reduce unlawful sub-letting.		**April 2014**	**Within existing resources**	**Various (see below)**
	4.6.1 Review the Council's Housing Allocations Policy having regard to pan London mobility	Review completed	April 2013		Head of Housing Needs and Lettings

Priority	Key Actions	SMART Target	By when	Resources	By whom
	4.6.2 Widen fraud initiative to include registered providers	Registered providers included	April 2013		Head of Housing Needs and Lettings
	4.6.3 Promote transfer incentives schemes and activities which are focused on overcrowding and under occupation	Outcomes monitored (quarterly)	Dec 2012		Housing Advice and Options Manager
	4.6.4 Review Haringey's Move-on delivery plan to effectively utilise short term supported accommodation	Delivery Plan reviewed and monitored (quarterly)	Dec 2012		Commissioning Manager (Housing Related Support)
	4.6.5 Promote the money to move scheme to reduce under occupation	Scheme promoted	Dec 2012		Housing Advice and Options Manager
	4.6.6 Increase the number of moves through mutual exchange by holding a Home swap event	Event held	March 2012		Housing Advice and Options Manager
	4.6.7 Consider the functionality and possible interaction of Home swapper and Right size to match overcrowded households and under occupiers	Functionality and compatibility explored and reported on	March 2012		Head of Housing Needs and Lettings

Priority	Key Actions	SMART Target	By when	Resources	By whom
	In accordance with the Localism Act, consult with partners and the public to produce a Tenancy Strategy which details the tenure and term of tenancies offered by the local authority 4.7.1 Convene a steering group meeting to develop the strategy 4.7.2 Produce a public consultation plan 4.7.3 Through the strategy steering group, produce a draft strategy for approval by elected members and for public consultation. 4.7.4 Launch new tenancy strategy	Tenancy Strategy Produced	**November 2012** May 2012 May 2012 August 2012 November 2012	**Within existing resources**	**Head of Housing Needs and Lettings /Corporate Policy**
5. Improving the life chances of homeless people	**Provide opportunities for service users to be involved in shaping services.** 5.1.1 Through the TA User forum and other groups promote opportunities to take part in focus groups.		**March 2013**	**Within existing Resources**	**Temporary Accommodation Services Manager**

Priority	Key Actions	SMART Target	By when	Resources	By whom
	5.1.2 Consult service users on running events or taking part in sessions which raise awareness of homelessness issues.	Service users consulted			
	Work with the Haringey Guarantee to increase opportunities for TA and short term supported housing residents. 5.2.1 Promote schemes that provide advice on education training and employment 5.2.2 Offer short term work placements 5.2.3 Provide access to work programmes	 Schemes promoted Short terms placements arranged Work programmes accessed	**Jan 2013**	**Within existing resources**	**Head of Housing Needs and Lettings**

Priority	Key Actions	SMART Target	By when	Resources	By whom
5. Improving the life chances of homelessness people	**Encourage saving and enable access to low cost finance by promoting the Haringey, Islington and City Credit Union.**		**March 2013**	**Within existing resources**	**Head of Housing Needs and Lettings**
	5.3.1 Arrange awareness raising sessions for staff who regularly come into contact with homeless households	Session delivered			
	5.3.2 Identify agencies whose service users may benefit from access to the credit union e.g. Short term supported housing providers, housing managers, HAVCO membership	Agencies identified			
	5.3.3 Ensure leaflets are distributed.	Leaflets distributed			
	5.3.4 Publicise credit union on Haringey's web site	Information posted on Web site			

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Minimise disruption to education that may occur when families move to new accommodation. 5.4.1 Work closely with the educational welfare service to ensure moves are facilitated in a way that minimises the potential effects on educational achievement	Reduction in days out of school for children in TA	March 2013	Within existing resources	Head of Housing Needs and Lettings
	Reduce the impact of overcrowding and the effects on children. 5.5.1 Help non dependants to move to alternative accommodation and access education training and employment through the InComE project. 5.5.2 Work with Social services to identify and alleviate overcrowding through the space saving initiative	10 moves per year	March 2013	Within existing resources	Housing Advice and Options Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Increasing the number of people attaining and maintaining independent living through Housing Related Support Services. 5.6.1 Review existing contract specifications to allow providers the flexibility to re-direct resources to achieve the most effective outcomes 5.6.2 Ensure the performance framework measures and promotes clear outcomes and that performance indicators highlight the targets required 5.6.3 Hold regular meetings with housing related support providers to ensure effective move on arrangements are in place.	Contract Specifications reviewed Performance framework reviewed Regular meetings held	March 2013	Within existing resources	Commissioning Manager (Housing related Support)

Priority	Key Actions	SMART Target	By when	Resources	By whom
	Ensure that vulnerable adults and children retain their support networks, by working with Children's and Adult services. 5.7.1 Extend current proceedures to ensure that Children's and Adults services are notified of housing decisions that affect vulnerable households known to them.	Procedure implemented	April 2014	Within existing resources	Various (see below) Head of Housing Needs and Lettings/Head of Housing Support and Options
	Ensure that we have a clearer understanding of the health needs of households in TA 5.8.1 Review the data we collect and reports produced	Review completed	September 2012	Within existing resources	Service Operations Manager
	Ensure that the health inequalities faced by homeless households are addressed through the forthcoming Health and Wellbeing Strategy 5.9.1 Ensure consultation response completed	Response completed	April 2012	Within existing resources	Commissioning Manager (Housing Related Support)

Priority	Key Actions	SMART Target	By when	Resources	By whom
	5.9.2 Ensure service representation on housing related task and finish groups	Housing represented			
	Reduce the impact of moves due to violence by developing and linking services in Haringey and across London		**Dec 2012**	**Within existing resources**	**Various (see below)**
	5.10.1 Review existing /develop new cross borough service protocols for DV support services and Children's Services	Review and completed new and updated protocols in place	Sept 2012		Hearthstone Manager
	5.10.2 Work with other Local Authorities and Registered Providers to develop reciprocal re- housing arrangements for social housing tenants made homeless by domestic violence	New arrangements agreed	Dec 2012		Housing Needs and Lettings Manager

Priority	Key Actions	SMART Target	By when	Resources	By whom
	5.10.3 Consider as part of the Housing Related Support review, access to ongoing support for survivors once relocated (in order to minimise isolation and the risk of the survivor returning to danger area).	Considered and outcome included in review	April 2012		Commissioning Manager (Housing Related Support)
	5.10.4 Consider as part of the Housing Related Support review Access to floating/ resettlement support provision for survivors of domestic violence moving to a place of safety	Considered and outcome included in review	April 2012		Commissioning Manager (Housing Related Support)
	Ensure staff have received training and are aware of safeguarding issues and referral mechanisms		**April 2013**	**Within existing resources**	**Head of Housing Support and Options**
	5.11.1 Review training records to establish staff in need of training.	Staff in need of training identified			
	5.11.2 Arrange training/awareness sessions for staff, which includes learning gained from serious case reviews	Training delivered			

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Haringey Council

APPENDIX B

Consultation Report – Haringey's Homelessness Strategy 2012-14

1. Introduction

1.1 This report provides details of the consultation process that was carried out in relation to Haringey's Draft Homelessness Strategy 2012-2014 during a 3 month period between 1 August 2011 and 31 October 2011.

1.2 The purpose of the Homelessness Strategy is to set out the Council's plan for tackling and preventing homelessness, in partnership with other organisations, over the next three years. It includes 5 key priorities which were developed on the basis of the findings of the review of housing needs and the discussions at the multi agency Homelessness Strategy Steering Group.

1.3 The 5 priorities in the Draft Homelessness Strategy were as follows:

1. Preventing homelessness and sustaining tenancies
2. Working in partnership
3. Mitigating the negative impacts of the welfare reforms
4. Increasing the availability of affordable housing
5. Improving the life chances of homeless people

1.4 The Strategy Consultation Plan was developed with the Homelessness Strategy Steering Group which commented on and contributed to the consultation process. The Integrated Housing Board approved the Strategy Consultation Plan.

1.5 Although the activities that took place during the consultation period focused on seeking people's views on the draft priorities contained within the Homelessness Strategy, feedback was encouraged on all aspects of the Strategy.

2. Who we consulted and how

2.1 The public consultation was posted on Haringey's website, where the Draft Homelessness Strategy and contact details for consultation responses were provided. Two responses were received from community organisations.

2.2 HAVCO members and more than 200 colleagues across Housing, Social Care, Health, Education, Benefits and Voluntary and Community sectors (including Councillors), were contacted directly by email to invite them to the half day consultation event and/or to submit their views and comments.

2.3 More than 50 delegates attended a half day consultation event, which was held on 13 October 2011. Delegates heard about the progress of the last strategy from the Cabinet Member for Housing. Presentations by the 3 speakers (the Deputy Director for Community Housing Services, a Commissioning Manager in Adult Services, and a Service Manager for Harts for Families) highlighted the key achievements of the last Homelessness Strategy, the challenges that Haringey faced in tackling and preventing homelessness in the future, and how a partnership approach can enable better outcomes for service users. Four focus groups then considered the draft priorities and were asked to indicate which priorities they felt were most important and what resources they would assign to each. We also asked how these priorities can be delivered.

2.4 Three consultation sessions were held with a variety of stakeholders, including services users. Discussions were designed to assist our understanding of service users' experiences, to ensure nothing had been left out of the Homelessness Strategy and to capture people's views on the priorities set out in the Strategy. Feedback was also encouraged after the event by contacting the lead officer directly or by using the housing strategy email.

2.5 The public consultation was publicised to private rented sector landlords at the Haringey's Landlords forum in September 2011.

3 Feedback

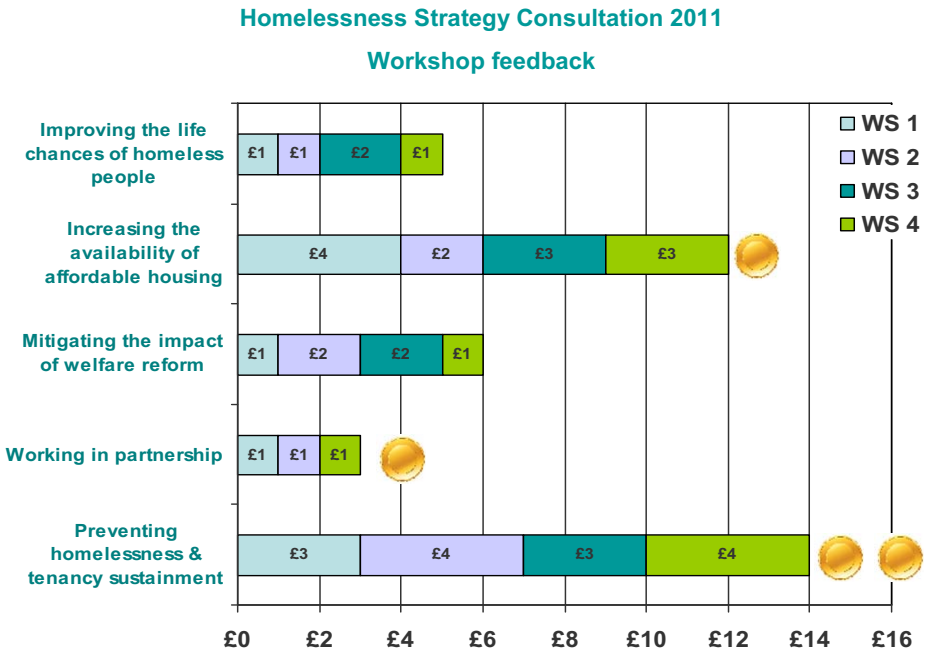
3.1 There was overwhelming support for the priorities contained within the Draft Homelessness Strategy. Useful suggestions were made in relation to the wording of the Strategy and the actions that would help Haringey to achieve its priorities.

3.2 Service users told us that they wanted to raise awareness of homelessness, raise funds and help with the co-ordination of events and exhibitions. They also told us that they would prefer to access services from one place.

4 Workshops to discuss the priorities

4.1 The consultation event included a series of workshops in which groups were asked to look at the priorities and actions contained within the Draft Homelessness Strategy. Each group was provided with 5 model houses (representing the 5 priorities), 10 Haringey pounds and one bonus coin. The groups were asked to consider the draft priorities contained within the Strategy and to use their bonus coin to reflect which priorities was the most important and to use the currency to show how they would resource these. The groups were asked to provide feedback on the reasons for their decisions.

4.2 The results of the group discussions and other consultation responses are set out on the next page.



4.3 The focus groups acknowledged the importance of the partnership approach in preventing homelessness, but had differing views on how this should be reflected in the Homelessness Strategy. The consensus was that successful partnership underpinned all of the other priorities. Everyone agreed that this did not need to be resource intensive; instead, processes just needed to be improved. Preventing homelessness through tenancy sustainment and early intervention was seen as the highest priority. The interdependency of the priorities was also highlighted, for example preventing homelessness through the provision of more affordable homes would lead to improved life chances.

4.4 Discussions and other consultation responses highlighted the following issues and suggested actions in relation to the five priorities:

(1) Preventing homelessness and sustaining tenancies

- Unanimous support for the priority with agreement that, without sustainment, early intervention and prevention, other priorities cannot be achieved.
- It was suggested that a piece of work be undertaken to demonstrate the cost effectiveness of homelessness prevention.
- Supporting landlords to prevent homelessness was suggested through the creation of a landlord support service.
- A holistic approach was seen as essential in preventing homelessness for all groups, not just young people, along with examining the flow of support for tenants.
- There was agreement that mediation was considered as an effective tool to prevent homelessness.

- Monitoring of any fixed term tenancies brought in by housing reform, together with the sharing of tenant/occupant information, was considered essential to ensure that tenancies are sustained.

- There was widespread concern about the impacts of the welfare reforms and some aspects of the Localism Bill (now Localism Act 2011) described within the Strategy. Workshop delegates were committed, however, to finding ways of mitigating the negative impacts of these reforms.

- It was suggested that the Homelessness Strategy should seek to help households that were previously unable to access private sector accommodation to pursue this option in the future.

- More specific examples of the options available was requested

- It is important that the Council publicises the Housing Advice & Options Service so that residents understand what help (particularly Options) is available.

- Clear information is needed about how to contact Housing Advice & Options (including dedicated email and phone lines) would provide services users with easier access to the service.

- Up to date clear information was essential, particularly in relation to schemes on offer and the availability of social housing.

- Joined up publicity which encourages tenants to pay their rent on time and flags up the support and early intervention available.

- Consider the links between private rented sector evictions and tenants' complaints about disrepair.

- Monitoring the success of rent level negotiations for private rented sector accommodation.

- More of an emphasis on single person vulnerable households and stronger links with rough sleeping and move on from supported housing was also requested.

- Consider hidden homelessness.

(2) Working in partnership

- Everyone must take responsibility for making partnership work.

- Joint accountability and measurable outcomes are needed to monitor the effectiveness of partnerships.

- A clear mechanism or channels which allow challenge if things are not working should continue and be developed further.

- It was suggested that more information on how partnership working (including joint funding applications) could be implemented which would strengthen this accepted and supported approach in preventing homelessness.

- It was recognised that effective partnership working would not only achieve better outcomes for service users but could also realize savings.

- Working in partnership with schools was seen as way to manage expectations, enlist personal responsibilities and accountability and break the cycle of poor life chances, poverty and homelessness and minimise pupil mobility.

- Working together in relation to families with no recourse to public funds.

- Support for smaller voluntary sector services to help them make the agreed/expected contribution.

(3) Mitigating the negative impacts of the welfare reforms

- Strengthen the approach to houses in multiple occupation to ensure standards and supply for single people affected by the changes to the single room rate.

- Work with other local authorities to find reasonable solutions.

- Ensure the public knows about the changes and what help is available.

- Work with DWP and the Benefits Service to identify those affected and target advice and services.

- Provide support to people (including form filling) and making routes to services clearer.

(4) Increasing the availability of affordable housing

- Consideration of supporting the development of co-operatives by identifying suitable empty properties was requested.

- Clear information about who to complain to about disrepair in temporary accommodation was considered an ongoing issue that needed attention.

- A proactive approach to under occupiers.

- Better use of existing stock and promotion of new builds

- Work closely with private sector landlords and Registered Social Landlords (RSLs) to improve supply to RSLs and the local authority.

- Addressing illegal conversions to ensure better quality accommodation.

- Include more information about affordable homes development in the borough which clearly shows east and west development.

(5) Improving the life chances of homeless people

- It was felt that this priority would also result from the successful implementation of the other four priorities.
- Discussion included the need for earlier intervention.
- It was suggested that a mini/pre MARAC is introduced for earlier intervention for people who have experienced or are at risk of domestic violence.

5 The Council's response

5.1 The consultation feedback has been used to inform the development of the Homelessness Strategy Delivery Plan. The final version of the Homelessness Strategy 2012-14 will be made available on the Council's website.

6 What happens next?

6.1 The Homelessness Strategy will be considered by Cabinet on 7 February 2012 and, when approved, it will be monitored by a new multi agency Homelessness Forum.

HARINGEY COUNCIL

EQUALITY IMPACT ASSESSMENT FORM

Service: Community Housing Services

Directorate: Adults and Community Housing Services

Title of Proposal: Haringey's Homelessness Strategy 2012-2014

Lead Officer (author of the proposal): Cleo Andronikou

Names of other Officers involved: Rosie Green

Step 1 - Identify the aims of the policy, service or function

State what effects the proposal is intended to achieve and who will benefit from it.

Proposal

The Homeless Act 2002 places a duty on local authorities to carry out a review of homelessness in their area and based on this review publish a strategy to prevent and tackle homelessness. This is Haringey's third Homelessness Strategy and as with the previous documents it has been developed with key stakeholders and partners.

At the time of developing the previous strategy, there were significant issues and problems surrounding homelessness in Haringey and how they could be tackled. Haringey Council alone cannot and should not be the only organisation to address these. It requires a range of solutions, some of which our partners are best placed to deliver.

As there were so many issues for the previous Homelessness Strategy to address, a decision was taken for certain areas to be dealt with separately in order for them to fully investigated and researched, and appropriate actions to be developed and implemented. These areas were Move-on; Rough Sleepers; Overcrowding and Under occupation. Work continues on the delivery of these strategies.

For this Homelessness Strategy, we know from the data identified in Step 2 below, that there are certain groups such as Black or Black British who are over represented in our homeless data. We also know that there are geographical areas (mainly to the east) in the borough where homelessness is more prominent. This reflects and is a result of the socio economic position of these communities. We aim to provide services to mitigate the

impact of homelessness within the areas where there is over representation of identified equalities groups.

Services will not necessarily be provided just for over represented groups but rather for all who live in such communities. This will ensure fair access, and broader improvement for all those people affected by homelessness. There may be some specific actions for say younger people, who will be solely affected by some of the forthcoming welfare benefit changes.

There are five overarching priorities for this strategy:

1. Preventing homelessness and sustaining tenancies
2. Working in partnership
3. Mitigating the negative impacts of the welfare reforms
4. Increasing the availability of affordable housing
5. Improving the life chances of homeless people

The delivery plan will be developed to be to ensure the correct actions are agreed to achieve the above priorities. The strategy and delivery plan will be reviewed annually to ensure it is fulfilling our requirements and also captures forthcoming government legislation that may impact on homelessness in the borough.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at presently, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes. http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- *are significantly under/over represented in the use of the service, when compared to their population size?*
- *have raised concerns about access to services or quality of services?*
- *appear to be receiving differential outcomes in comparison to other groups?*

b) What factors (barriers) might account for this under/over representation?

Background

Haringey's Review of Housing Need, was completed to inform the development of the Homelessness Strategy. To complete the Review, information from the Housing Register[1] (which was recently updated) and data from homeless applications accepted by the Council, was analysed to establish the profile of people who have asked for help with housing and the reason why. This however was not looked at in isolation. The raft of welfare reforms have also been considered, and basic modelling done to establish which households are likely to be worse off and require support. The strategy delivery plans aims to mitigate the negative impacts wherever possible.

Homelessness Applications

Haringey Council accepted 494 households as homeless in 2010/11. Analysis of these cases shows that in 2010/2011 more than a third of applicants became homeless as a result of being asked to leave by parents, family or friends. This is an 8 per cent reduction on the previous year. A significant proportion (17per cent) of people became homeless because their private rented tenancy had been brought to an end. In 75 per cent of these cases, landlords ended the tenancy without using grounds relating to a breach of tenancy.

The remaining reasons were proportionately similar as the previous year with three exceptions. Last year saw a 6 per cent increase in the number of people who were accepted following successful Home Office or Asylum applications[2]. There was also a significant reduction in rent arrears cases and increase in the 'Loss of tenancy' category, however this is due to a correction in the way we report end of tenancy information on cases. A year on year comparison for this category is therefore misleading. A full list of all of the reasons why people lost their accommodation is provided below.

Reason for loss of accommodation – Homeless Applicants	**2009/10 %**	**2010/11 %**
Asked to leave - Parents	22	19
Asked to Leave - Other relatives or friends	19	15
Relationship b/down partner- non violent	2	1
Violence	4	4
Harassment	0	0
Mortgage arrears	0	1
Rent arrears	23	4
Loss of rented or tied accommodation	1	19
End of Home Office or asylum support	5	11
Left an institution or LA care	8	7
Other (emergency, sleeping rough or in hostel, returned from abroad)	16	19
Total applicant households	100	100

[1] Haringey's Housing Register reflects the level of housing need in Haringey as it contains applications from residents that have asked for help with housing. This includes social housing tenants who are overcrowded or need to move for some other reason and all of the people who have applied and have been accepted as homeless and are currently in temporary accommodation.

[2] Accommodation and subsistence is provided until Asylum is granted

Of the 7 per cent of applicants who left an institution 46 per cent left prison or where on remand, 34 per cent left hospital and 17 per cent left Local Authority Care.

An analysis of the reasons why people lost their last home against each equalities group has not be undertaken and will be included in the action plan.

Housing Benefit Changes

The reforms affect housing benefit limits. Since April 2011 instead of using the median rent to set housing benefit levels (which would generally mean that 5 in 10 properties in the private sector would be affordable to those on housing benefit) the local housing allowance rates have been based on the 30th percentile – meaning that only 3 in 10 properties are generally affordable to people on housing benefit. The local housing allowance is now also capped at the following maximum weekly rent levels:-

£250 – One bedroom property (whether shared or self contained)
£290 – two bedroom property
£340 – three bedroom property
£400 – four bedroom property

The maximum housing benefit payable is at the 4 bedroom rate, leaving households in need of larger accommodation to make up the difference in rent. Many households in more expensive areas across London will be forced to migrate outwards, and will in turn place grater pressure on local services.

Single housing benefit claimants also stand to be disadvantaged by the reforms. The age at which single claimants become entitled to the 1 bedroom rate (self contained) will rise from 25 to 35 in January 2012. Analysis of Housing benefit data showed that 846 claimants would be affected with 88% losing over £50 per week. Claimants in receipt of severe disability premium, live in supported accommodation or social housing, have lived in a hostel for at least 3 months and have received support for resettlement/rehabilitation into the community, are under 22 and have been in care, are MAPPA clients, are exempt from this restriction.

In April 2011, non-dependant deductions increased for the first time in ten years and will increase annually until 2014, deductions will then be included as part of the annual up-rating of benefits, while this is unlikely to have a significant effect on the levels of homelessness, where non-dependants do not make up the shortfall, claimants will be worse off.

Universal Credit

The Welfare Reform Bill proposes (along with other reforms) to bring together a number of existing benefits (including housing benefit) under a ‘universal credit’ which will be capped at £500 per week. Internal analysis

based on current Broad Market Rental Area rates and personal allowances, shows, dependant on the property size that non-working households[3] in Haringey with 3 or more children will see a shortfall of between £49 and £112 per week. Families with 4 children will have a £114 to £238 shortfall and those with 5 or more children will have a £240 to almost £500 weekly shortfall.

It is clear that certain groups will be affected by the welfare reforms, and work is going on to ensure that concerns are raised and understood by elected members.

Based on the information available groups of people who are likely to particularly affected are:

- Families with children
- Single vulnerable people
- People who are on Housing Benefit
- People in receipt of other welfare benefits
- People between 25-35 on Housing Benefit who currently live on their own

Housing register and Homeless Applicants

Ethnicity

Applicants of Black origin are over represented both as homeless applicants accepted by the Council and as applicants on the Council's Housing Register. In both cases this group represented around 40% of all cases, compared with 16% of the general population in Haringey. This is not unique to Haringey. 34% of homeless applicants across London are of Black origin.

The ethnic group identified as 'other' is also over represented among Haringey applicants. This may be due to newer European migrant communities self identifying in this category rather than in the expected 'white other' group.

The chart below provides the breakdown of Housing register applicants by group , compared with all haringey residents.

	Housing Register 2011[4]	Mid Year Population Estimates (Haringey) 2009
White	38.3%	66%
Black or Black British	40.0%	16%
Asian or Asian British	6.3%	10%
Mixed	3.1%	4%
Other	8.9%	4%
No response	3.0%	
Total	100%	100%

[3] excluding recipients of DLA and War Widows Pension
[4] Includes TA residents

A housing study which was completed in 2010, mapped the major communities in the North London sub-region. This study identified that Black African and Black Caribbean communities were concentrated in the east of Haringey, in wards which we know to be among the most deprived areas in England and where instances of overcrowding are highest.

Haringey is attractive to new migrant communities. The number of migrant workers in Haringey is amongst the highest nationally. Office for national statistics and DWP data shows that in 2009/10 and 2010/11 Haringey ranked 8th highest in the country for the allocation of new national insurance numbers to adult oversees nationals. The top 20 countries of those registered include 5 of the 8 countries formerly referred to as accession countries[5].

We also know that across the UK in 2010, 2% of applicants to local authorities came from the Czech Republic, Estonia, Latvia, Lithuania, Slovenia, Slovakia, Poland and Hungary. Of these applicants 57% were Polish.

Haringey's approach to developing and delivering strategies ensures that in particular, voluntary, faith and community sector organisations are involved with the development of services and provides a direct line to promoting access to services and sharing information on new initiatives as and when they arise.

Sexual Orientation

Historically, monitoring data in relation to sexual orientation has not provided an accurate picture of sexuality among housing applicants. Despite the updating of information on the Council's Housing Register this year (through a re-registration exercise), this information has not improved, with only 8% of responses being given and 1.5% "preferring not to say". .

SEXUALITY	Housing Register TOTAL	%
Bi-sexual	2	0.02%
Gay	3	0.03%
Heterosexual/straight	559	6.42%
Lesbian	1	0.01%
Prefer to not to say	129	1.48%
Unknown	8019	92.03%
Total:	8713	

The picture of residents in TA is also unclear with 96% recorded as unknown.

This situation is common in local authorities and not specific to Haringey.

While there are no firm national figures, Stonewall agrees a reasonable broad population estimate of homosexuality in the UK is roughly between 5-7%.

[5] 8 countries that joined the EU on 1st May 2004 which include Czech Republic, Estonia, Latvia, Lithuania, Slovenia, Slovakia, Poland and Hungary)

It is important to recognise the causes of homelessness and broader issues faced by men and women who are lesbian, gay, bisexual or transgender in relation to housing.

Research by the University of Brighton (2006)[6] provides several examples of how a persons sexual identity or transgender identity was either directly or indirectly implicated in the initial cause of homelessness. Some young people were evicted from the family home following intolerance by family members; others chose to leave because they presumed their parents would have a negative reaction if they did know about the young persons sexual identity. Examples of violence and abuse within the home as well as homophobic bullying and assaults at school were provided and contributed to decisions to leave home.

Research by Crisis (2005)[7] also highlights that homeless people often experience complex and multiple health needs and social needs, amplified by substance use (and misuse) as well as physical and mental health problems. The enormity of these problems may make issues related to sexuality and sexual health difficult to see.

We will attempt to address the lack of data in this area through a review of how we collect equalities data.

Disability

There appears to be significant under reporting of Disability as in 94% of cases of the Housing Register this has been recorded as “unknown”. A disability was recorded in 3% of cases. As housing register applicants complete their application on-line, applicants may not be self identifying, despite having a disability. We need to explore this issue and ensure that guidance for completing on-line applications is clear.

DISABILITY	Housing Register Applicants TOTAL	%
N	264	3.03%
Unknown	8177	93.86%
Y	271	3.11%
Total:	8712	

When looking at the profile of homeless households however, we are able to identify that in 2010/11, 17% of all applicants that were accepted as homeless had some physical or mental disability, compared with 15% of the population in Haringey.

It is clear through the holistic approach used by Community Housing Services to assess need, that there are challenges in securing and sustaining suitable accommodation where physical and mental disability exist. Households with new physical disabilities may require relocation if

[6] Out on my own: Understanding the Experiences and Needs of Homeless Lesbian, Gay, Bisexual and Transgender Youth: Mark Cull, Hazel Platzer, Sue Balloch
[7] Sexuality and Homelessness: Brenda Roche

housed in accommodation that is unsuitable for adaptation. Existing conditions may worsen, leading to new arising housing needs. Undiagnosed mental illness or relapse may lead to crisis which could without support lead to homelessness.

Faith

Given the high proportion of cases (95% on the Housing register and 99% in TA) where housing applicants' faith is not recorded, there is no clear picture of the faith of service users. This is also the case for residents of temporary accommodation with 98% of cases not having any data recorded. No comparison with borough data is possible as a result.

Housing Register 2011

RELIGION	TOTAL	%
Buddhist	7	0.08%
Christian	215	2.47%
Greek Orthodox	3	0.03%
Hindu	1	0.01%
Jewish	1	0.01%
Muslim	105	1.21%
No Religion	46	0.53%
No Response	6	0.07%
Not Recorded	8295	95.20%
Other	2	0.02%
Prefer not to say	18	0.21%
Rastafarian	3	0.03%
Refused	11	0.13%
Total:	8713	

Although the data has not provided a definitive picture of the representation of housing applicants across different faiths, and there is no evidence to suggest that faith affects the services accessed. It is however, important to recognise that larger families will be the most affected by the welfare reforms as they currently stand, both in terms of universal credit caps and through the limiting of the amount of housing benefit payable on larger properties (only up to a maximum of the 4 bedroom rate will be paid).

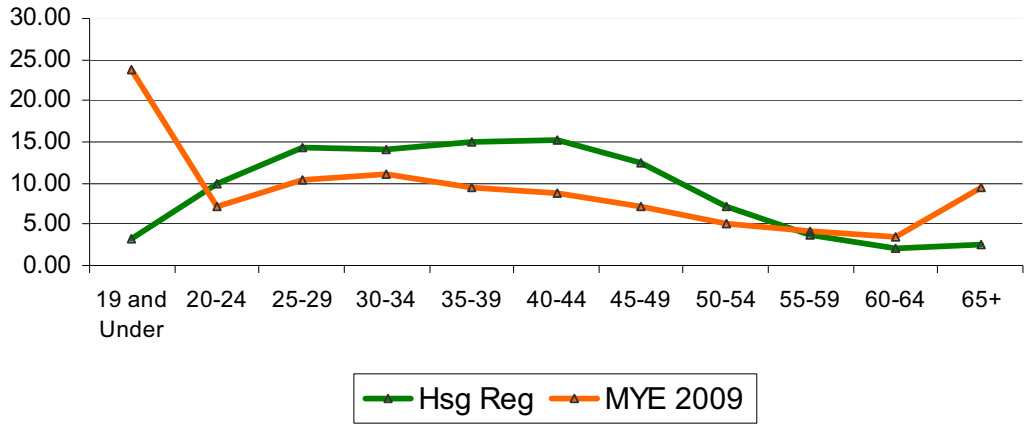
As faith can be a determinant with larger families, some faiths (such as Orthodox Jews) may be over represented in the future.

As previously stated we will review the way we collect data to improve the information we have in this area to ensure that we can monitor any groups disproportionately effected.

Age

Older people tend to be under-represented on the Housing Register. This is also the case with Homeless applicants. Applicants aged between 20 and 54 are over represented to some degree compared with the population estimates. Under 35's making up 41.5 % of all applicants.

**Age of Applicants,
Haringey's Housing Register
2011**



Closer analysis is needed of the ages of applicants against the reasons for homelessness and this will be included in the strategy delivery plan, however given the significant proportion of people that have lost their private tenancy through no fault of their own we can surmise that the economic situation of households presenting as homeless prevents them being able to access alternative accommodation without seeking help.

Research by Joseph Rowntree Foundation (2008) estimated that 1 out of 100 young people in the UK aged 16-24 experience some sort of homelessness annually.

Nationally, 39% of homelessness acceptances had main applicants aged 16-24. In 2010/11 34% of homeless applicants accepted by Haringey Council were 16-24 years old.

The Chart below shows the proportion per age range of Housing Register Applicants and Temporary Accommodation (TA) Residents compared to Haringey's population.

Age	Housing Register applicants %	TA Residents 2011 %	Mid Year Population Estimates (Haringey) 2009 %
19 and Under	3.12	3.89	23.81
20-24	9.99	9.87%	7.05
25-29	14.31	14.84%	10.33
30-34	14.08	14.75%	11.04
35-39	15.05	16.62%	9.45
40-44	15.30	16.72%	8.82
45-49	12.53	12.29%	7.23
50-54	7.15	6.21%	5.19
55-59	3.70	2.52%	4.12
60-64	2.12	1.08%	3.55
65+	2.65	1.21%	9.40
Total:	100.00	100.00	100.00

Young people leaving care and those coming from overcrowded and unsettled family homes are particularly vulnerable to becoming homeless.

Repeat homelessness is also a risk if the young person has not been provided with the knowledge and support to sustain a tenancy.

In early 2012, an increase in the age limit for housing benefit entitlement on one bedroom accommodation will result in people under 35 having to re assess where they can afford to live. Previously anyone over 25 was entitled to housing benefit on one bedroom accommodation. The change may result in the under 35's being more highly represented in the future.

Gender

In 2010/11 Female applicants were over represented among both Housing Register applicants (63%) and accepted homeless applicants (62%), compared with 50% of the general population. 43% of accepted homelessness applicants were lone female parents and 7% lone male parents, compared with 13.6% of all Haringey's residents.

Single females accounted for 19 % and males accounted for 20 % of all accepted homeless applications in 2010/11, 3 % higher compared with the profile of all Haringey residents.

More than half of female applicants have dependant children (69%) and more female applicants, than male, applied as homeless because they lived in overcrowded conditions. 34% of all applicants were also asked to leave by family or friends. This could lead to conjecture that the birth of a child or having children may cause difficulties within households that contain several generations, making already overcrowded conditions worse. It is also likely that the lack of financial resources is a barrier to securing alternative housing. Child care responsibilities may limit earning potential, the ability to access training or secure employment, leaving households with very little leeway to save for a deposit or secure appropriate alternative accommodation. Domestic violence featured in 5% of cases in 2010/11 (4% were in priority need because of domestic violence and 1% homeless for this reason[8]).

Between October 2010 and September 2011 25% of single male applicants were made homeless because they were asked to leave family or friends accommodation (25%). There is a similar picture among all applicants. However a significant proportion (16%), were homeless following discharge from hospital and 13% following a successful Asylum application[9]. Single males, homeless following discharge from prison, leaving care and eviction from the private rented sector each accounted for 7% of accepted applicants. Almost half (48%) had mental or physical health issues. 27% were vulnerable for some other reason and 21% were

[8] Priority need is recorded as Domestic Violence when no other priority need exists

[9] Accommodation provided by the National Asylum Support Service ended when asylum was granted

either 16 or 17 years old (10%) when they applied or had formerly been in care (11%).

This information demonstrates that to prevent homelessness, good links with partner agencies are essential to ensure residents have a planned exit from services and are able to access appropriate short term supported accommodation. These issues are addressed in the Rough sleepers and the Move-on strategies.

Deprivation across all groups

The index of multiple deprivation identifies Haringey as the 4th most deprived borough out of 326 local authorities in England. The wider barriers identified as factors which determine barriers to housing are:-

- Household overcrowding – the proportion of households within an Lower Super Output Area which are judged to have insufficient space to meet the households needs

- Difficulty to access owner-occupation – proportion of households aged under 35 whose income means they are unable to afford to enter owner occupation.

- Homelessness – the rate of acceptances for housing assistance under the homelessness provision of the 1996 Housing Act.

The level of deprivation in the borough exacerbates the issues people face when seeking to sustain and secure suitable housing across all protected groups. Welfare reforms, including the change of the Local Housing Allowance to the 30th percentile mean that fewer private sector rented housing will be affordable. In general affordable housing options and social housing are and will continue to be in short supply.

Haringey's Homelessness Strategy focuses on delivering actions with our partners that prevent homelessness, either through intervention or services designed to promote independence through sustainable housing options.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Protected Group	Increase barriers	Reduce barriers	No change
Age		x	
Disability		x	
Gender Reassignment			X – unclear
Pregnancy & maternity		x	
Race		x	
Religion & Belief			X - unclear
Sex		x	
Sexual Orientation			X - unclear

Comment

The Homelessness Delivery Plan has a series of actions which are designed to prevent or alleviate homelessness. The implementation of the Strategy will be through a multi-agency Homelessness forum which will ensure that information and services are accessible to all parts of the community.

Because we do not know the level of representation for three groups (Faith, Sexual Orientation and Gender Reassignment) further work is needed confirm what barriers may present and will be included in the strategy delivery plan.

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

Specific actions will be detailed in the delivery plan of the strategy and have been summarised in step 8 on this EqIA

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

Positive actions are included in the strategy delivery plan to identify unknown barriers and tackle those already identified.

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

The draft homelessness strategy evolved through discussions at regular meetings of the Multi-agency Strategy Steering group. The draft strategy for consultation was then approved by the Integrated Housing Board. Public consultation ran from 1 August to 31 October 2011 and included a half day consultation event. Three consultation sessions, which included service users, also took place.

There was overwhelming support for the priorities contained within the draft strategy. Most of the detailed feedback related to suggested action which could help deliver the priorities and reworking that could define the points made in the strategy. It was agreed that a holistic approach to preventing homelessness through early intervention and tenancy sustainment and increasing the availability of affordable housing were the most important of the priorities. Full details of the consultation can be found in the consultation report.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

Amendments have been made to the draft strategy, and actions included (section 1.11) in the delivery plan.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

A consultation report will be produced and placed on Haringey's website.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

It is not envisaged that any staff training is required as a result of the impact assessment.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- ***Who will be responsible for monitoring?***

A new Homelessness Forum will be responsible for monitoring the progress of the strategy, which will be facilitated by a lead officer in Community Housing Services.

- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***

The targets set out in the strategy delivery plan will be used to monitor the work on the Strategy. Equalities data is also included in quarterly Government statistical returns.

- ***Are there monitoring procedures already in place which will generate this information?***

Systems are in place to provide Government statistical returns. The framework for monitoring the strategy will be agreed and set up by the Homelessness Forum.

- ***Where will this information be reported and how often?***

The Homelessness Forum will produce a quarterly progress report, which will be available to DMT and the Equalities Lead. An annual report will also be produced for Cabinet.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
Young people Living in overcrowded households and leaving care. **U35's** Affected by HB changes and will need to re assess where they can afford to live.	**Physical Health** New disability or existing conditions worsening leading to new arising need. **Mental Health** Undiagnosed conditions or relapse may lead to crisis which without support could result in homelessness.	**Black communities** Communities concentrated in the most deprived parts of the borough. **Migrant workers** Volume of migrant workers indicates a possible increase in representation in the future.	**Female** Lone female applicants with young children are likely to find access to training and employment a challenge. **Male** Single males are more likely to experience mental or physical health problems. The top 3 reasons for homelessness include; being asked to leave family or friends accommodation, discharge from hospital or end of NASS assistance.	**Faith** could be a determinant with large families. Under current proposals for universal credit, large families will have the biggest shortfall in benefits.	**LGBT** The complexity of the issues faced by homeless people may make issues related to sexuality or sexual health difficult to see.

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Under reporting of Disability on Housing Register Applications	Review Guidance and ensure it provides clear information on completing disability questions	Tbc[10]	Tbc	Within current resources
Ensure targeted services (Hub) are being accessed by over represented groups	Ensure equalities data is collected and reported quarterly	tbc	tbc	Within current resources
Under reporting of Faith and sexuality	Review how equalities data is collected with a view to improving responses.	Tbc	Tbc	Within current resources
Analysis of loss of last home for each equalities group is needed	Complete analysis quarterly	tbc	tbc	Within current resources
Over representation of young people	Awareness raising through schools programme and to be provided with support and tools to sustain a tenancy, through Homelessness Strategy key actions: 1.2, 1.3,1.7,4.5	Tbc	tbc	Within current resources

[10] A half day workshop with key partners has been arranged for 25 January where the lead person and timescales across all actions will be agreed

Over representation of Under 35's	Targeted advice and support to be made available through Homelessness Strategy key actions: 3.1,3.2,3.3	Tbc	tbc	Within current resources
Physical health Issues	Application of Haringey's Allocations policy which prioritises those unsuitably housed. Section 14 – Housing Needs Bands	Tbc	tbc	Within current resources
Mental Health issues	Expansion of Vulnerable Tenants panel and review of housing related support commissioning to take place. Through Homelessness Strategy key actions: 1.6,1.8,5.6	Tbc	tbc	Within current resources
Over representation of black communities	Work in partnership with all key stakeholders including voluntary and community sectors to deliver joined up approach and link employment, training and education, deliver overcrowding initiatives and prevent homelessness through Homelessness	Tbc	tbc	Within current resources

	Strategy key actions:1.4,1.5,2.1,3.2,3.2,5.5			
Possible future increase in migrant worker applicants	Work with community groups to deliver strategy and raise awareness of homelessness prevention services through Homelessness Strategy key actions: 1.11,2.1	Tbc	tbc	Within current resources
Over representation of lone female parents	Work with health visitor to prevent homelessness and link to employment, education and training through Homelessness Strategy key actions: 1.10,5.2,5.3,5.5	Tbc	tbc	Within current resources
Over representation of single men with physical and mental health issues, homelessness following discharge from hospital and NASS	Improved links with NHS, minimise disruption of accommodation moves by ensuring appropriate floating support or continuation of care in the community through Homelessness Strategy key actions:1.6 and 5.8 and Move on Strategy Delivery Plan key action: 2.2,2.4,2.5	Tbc	tbc	Within current resources

Some Faiths/communities with larger families effected to a greater extent by welfare reforms.	Monitoring to be improved. Targeted advice and support to be made available, through homelessness strategy key actions: 3.1,3.2,5.2,5.3,5.5	Tbc	tbc	Within current resources
LGBT monitoring to be improved	Ensure that disclosure and monitoring is dealt with sensitively and that it is clear that this is driven by desire to address need and interests of homeless people.	Tbc	tbc	Within current resources

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

Results will be published with the Cabinet report. If required it will be produced in a larger format and/or community languages

Assessed by (Author of the proposal):

Name: Cleo Andronikou

Designation: Homelessness Strategy Implementation Officer

Signature:

Date: 19.01.12

Quality checked by (Equality Team):

Name: Arleen Brown

Designation: Senior Policy Officer

Signature: *A. J. Brown*

Date: 19th January 2012

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

Haringey Council

Report for:	Cabinet – 20 March 2012	Item Number:	

Title:	A New Approach to Worklessness

Report Authorised by:	Lyn Garner, Director Place & Sustainability

Lead Officer:	Martin Tucker, Economic Development Manager

Ward(s) affected: All	Report for Key/Non Key Decisions: Key

1. Describe the issue under consideration

1.1 High and increasing unemployment is one of the greatest challenges facing Haringey - depressing growth and contributing to our status as the most unequal borough in the capital. Haringey has historically suffered from high levels of labour market deprivation and this has been exacerbated by the recession of 2008 and subsequent economic turbulence.

1.2 The Council is committed to tackling worklessness in the borough. After 5 years of successfully delivering the Haringey Guarantee the Council has reviewed its approach to tackling worklessness taking into account the changed economic circumstances, rising youth unemployment and last years riots in Tottenham. A new programme will be vital if we are to successfully regenerate Tottenham and improve opportunites for local people.

1.3 This report outlines proposals for a new programme to tackle worklessness in Haringey, using funding from Haringey Council and the Greater London Authority (GLA) (subject to agreement on grant terms and conditions), which will:

- **Create** a minimum of **200 jobs** through the establishment of a **Jobs Fund**.

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- Support a minimum of **600 people into sustained employment (for at least 26 weeks)** through **specialist employability provision**,

2 Cabinet Member introduction

2.1 Tackling unemployment in Haringey and Tottenham in particular, is a high priority for this council. Some of our most significant challenges - child poverty, health inequalities, poor social mobility - are underpinned by the high levels of unemployment experienced by too many Haringey residents. The government's economic policies, changes to the benefits system and removal of our area-based grant funding make tackling unemployment even more challenging for us. However, it is clear that as a council we need to act decisively to get residents into work and support local and regional business.

This approach, with a bold new Jobs Fund at its heart, demonstrates our determination to take action and our belief that as a local council we have an important part to play in leading economic regeneration.

2.2 I have asked officers to develop proposals which achieve a combination of the following:

- support residents left behind by the Work Programme and other government schemes
- boost the local economy by supporting Haringey businesses
- have a strong focus on young people, in recognition of the particular challenges currently faced by young people entering the labour market
- support young people to progress successfully through their journey from education into, training or further and higher education and work,
- draw on recommendations of the scrutiny review and learning from the council's previous employment schemes

The Council cannot achieve these priorities alone – tackling worklessness and its causes must be a top priority for colleges, schools, the police, the NHS, business, the voluntary sector and other partners. To build a stronger shared approach, we will develop a joint Jobs and Skills Action Plan to ensure a co-ordinated borough-wide approach and host a Jobs Summit to build wider involvement.

3. Recommendations

3.1 To agree an investment of £2.6m, to be match funded by £1.5m from the GLA and £500k from the European Social Fund, resulting in a total spend of £4.6m, into a programme that will support a minimum of 600 Haringey residents into sustained employment over a two/three year period.

3.2 To agree the £1.5m of the above investment to be dedicated to the establishment of a local Jobs Fund in partnership with businesses and attracting an equal amount of match funding to create a minimum of 200 sustainable jobs for local people.

Haringey Council

3.3 To approve the draw down from reserves of the £2m approved as part of the Council's Medium Term Financial Plan at full Council in February 2012, allocated to the Haringey Jobs Fund; £1.5m, and for a Contribution to the ESF Tri-borough programme of £0.5m.

3.4 To approve the College of Haringey, Enfield and North East London (CHENEL) and the Haringey Adult Learning Service (HALS) as the preferred training providers for the jobs created from the Jobs Fund.

3.5 To host a business summit in May 2012 where the Council to secure pledges from businesses to:

- Create jobs through the Haringey Jobs Fund
- Give Haringey residents access to other jobs being created
- Provide meaningful work experience opportunities
- Provide apprenticeships and training opportunities
- Engage more with schools and youth groups to connect young people to the world of work

3.6 To note the concept model for an enterprise and employment offer at 639 High Road, approving a review of how the Council's commercial property portfolio could be focused to complement the uses at 639 supporting enterprise and the self employment ambitions of local people.

3.7 To work with local partners to ensure a strong careers advice offer in schools and to provide meaningful work experience opportunities for school children in the public, private and voluntary and community sectors.

3.8 To support schools in their efforts to prepare young people for work and employment and commit to the provision of up to 100 work experience placements at the Council for local school children.

3.9 To agree to explore how the Council's role around sustainable procurement can be strengthened through the development of robust social clauses in contracts.

3.10 To approve the role of the Council's Economic Development service in managing the proposed programme of activity.

3.11 To give delegated authority to the Cabinet Member for Economic Development and Social Inclusion to develop the additional detail needed to launch the Haringey Jobs Fund with local businesses.

4. Other options considered

4.1 In pulling together this programme of activity a number of alternative options were considered and further information about these options is included in Appendix 3.

Haringey Council

5. Background information

Labour market summary

5.1 Haringey has historically suffered from high levels of labour market deprivation, exacerbated by the recession of 2008 and subsequent economic turbulence.

5.2 A number of reports published by the GLA [1] and Her Majesty's (HM) Treasury[2] have looked at why employment in London (and by extension, Haringey) is lower than the rest of the country. The research suggests that much of the difference between London's employment rate and the rest of the country can be explained by: commuter patterns (i.e. people working but not living in London); a higher number of full-time students; and the fact that London has a disproportionate number of people who tend to suffer from labour market disadvantage, such as ethnic minorities, lone parents, and people with low or no qualifications.

5.3 Some 27,720 people in Haringey are claiming an out of work benefit[3] (May 2011), equivalent to 17.5% of the population aged 16-64. This claim rate is significantly higher than the rates in London (12.4%) and England (11.8%). The claim rate in Haringey is also amongst the 10% highest across all local authority areas in England.

5.4 Labour market deprivation is more acute in Tottenham where there are 17,430 people claiming out of work benefits, 22.1% of the population aged 16-64 and 63% of the borough total. The out of work benefits claim rate in Tottenham is amongst the 5% highest across all parliamentary constituencies in England. Deeper geographical analysis shows Northumberland Park to have the highest out of work benefits claim rate, at 30.4%, of all wards in London.

5.5 Some 20.7% of people aged 16-64 in Haringey have a NVQ level 1 or below qualification, higher than the London rate of 18.9% but lower than the England rate of 24.4%. However, the competitiveness of the London labour market is such that the demand for high skills is increasing. The London Skills and Employment Board (LSEB) forecasted that by 2020 the demand for highly skilled workers in the capital will increase to the extent that 50% of employees will need an NVQ level 4 qualification[4].

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[1] Meadows, P (2006) *Working Paper 15: Worklessness in London – explaining the difference between London and the UK*: Greater London Authority

[2] HM Treasury (2006) *Employment opportunity for all: analysing Labour Market trends in London*: HM Treasury

[3] Out of work benefits include: Job Seekers Allowance, Employment & Support Allowance, Incapacity Benefit, Severe Disablement Allowance, Income Support and Pension Credit (where the person is under state pension age).

[4] London Skills and Employment Board (2007) *Globalisation, skills and employment: the London story*: London Skills and Employment Board.

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5.6 **Youth unemployment is a particular issue in the borough, with the number of people aged 18-24 claiming Job Seekers Allowance (JSA) currently (January 2012) standing at 2,160; 62% of these young people live in Tottenham.** The percentage of people aged 18-24 claiming JSA in Haringey (10.9%) is higher than both the London (7.6%) and England (8.0%) rates.

5.7 **There are currently (December 2011) 291 young people aged 16 to 19 who are not in education, employment or training (NEET) in Haringey**, representing 4.3% of all 16 to 19 year olds in the borough that are known to be NEET or in education, employment or training (EET). However, the status of **2,589 young people** aged 16-19 in the borough is **unknown** and these figures have grown since the recent abolition of the Education Maintenance Allowance (EMA). Tracking was one of the functions of the Connexions service for which grant funding was cut in 2011. Many of these young people are leaving school without the necessary qualifications to join a college course or enter an apprenticeship and will need specialist help to access, suitable training and employment opportunities.

5.8 In addition to the above, children who are described as pre-NEET, which includes those aged between 14-15 have recently lost support due to the closure of Connexions services (careers advice), now independently provided by schools, but somewhat patchy, and by the reduction in work experience placements able to be offered by local authorities following deep budgetary cuts.

5.9 Analysis of the data tells us that the needs of unemployed people in Haringey are huge, complex and wide ranging. Their needs include a significant amount of pre-work skills and support services prior to securing real jobs in order to ensure that candidates are job ready and can take advantage of real work when offered to them. The personal circumstances of individuals is also wide ranging and any new programme needs to cater for those in school, those wishing to move into self employment and sell their skills, across young people and families including many lone parents. However, given **increasing youth unemployment, driven in part by the loss of EMA and the Future Jobs Fund (FJF), it is clear that young people (under 25) need to be a major priority delivering outcomes that will change lives – sustainable jobs** created through inward investment and new developments in partnership with the private sector.

Proposed new programme

5.10 In order to make an effective contribution towards addressing the challenges outlined in paragraphs 5.1 to 5.9, the proposed new programme for worklessness will need to work across the following strands of activity:

- Stimulate the local economy by supporting business growth
- Target support to help residents access jobs and opportunities
- Nurture a stronger culture of enterprise and self employment
- Supporting schools to prepare young people for work, employment and enterprise

Haringey Council

- **Challenge contractors and partners to contribute to local employment and skills**
- **Develop a joint plan to deliver co-ordinated action**

5.11 More details about these strands are provided in the table below and an overview of the proposed delivery model is set out in Appendix 1:

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Our priority	How will we achieve this?
Stimulate the local economy by supporting business growth A critical success factor for the proposed new programme will be strong engagement with, and support for, businesses to create employment opportunities for Haringey residents. It is also important, particularly in these difficult economic times, for the Council to play a role in supporting the local economy by boosting the confidence of businesses to create employment opportunities for local people.	1. Launch of a new and innovative **Jobs Fund** that will be a unique product in the marketplace and will operate as a partnership approach with the private sector (with flexibility to include some parts of the public sector (e.g. schools) and the voluntary and community sector). a. For each new job that an employer pledges to create for Haringey residents, the Council will match fund (no more than 50%) the cost of the job. b. All employment offers will come with a **subsidised training package** provided by CHENEL and HALS (in line with Skills Funding Agency (SFA) requirements), to which the employer will need to make a contribution of around £1k. c. All jobs created through this fund will **be available firstly to young people aged 16-24** although there will be flexibility to also extend availability to older unemployed Haringey residents. d. The subsidy offered through the Jobs Fund will involve a payment structure that **incentivises businesses** to support the people they employ to continue to **sustain meaningful employment** and to **progress in the workplace**. e. Some 83% of businesses in Haringey employ less than 10 people and, as such, a major focus of this activity will be on engaging with SMEs (Small and Medium sized Enterprises) to support them create jobs through the Jobs Fund and also provide wider employment opportunities to local people. f. The businesses encouraged to create job through the Jobs Fund will be strategically targeted based on a number of key emerging and job rich employment sectors including:

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Our priority	How will we achieve this?
	• Care (childcare and social care) • Computing and related services • Construction • Creative, cultural and digital (e.g. film, animation, music and design and advertising) • Education • Hotels and catering • Low carbon (e.g. retrofitting and solar panel installation) • Retail and distribution 2. The Council will hold a **Business Summit**, hosted by the Leader of the Council, in **May 2012**. The Summit will be used as means of challenging local and national employers to provide opportunities to local unemployed people such as: • Jobs through the Jobs Fund • Jobs outside of the Jobs Fund • Meaningful work experience opportunities • Engaging with schools to support the provision of carers advice to local school children (including work experience and industrial visits) 3. The Council will work with partners, such as Jobcentre Plus, to provide a co-ordinated and comprehensive local offer to businesses around meeting their recruitment needs.
Target support to help residents access jobs	1. Having in place a range of **specialist employability and skills based**

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Our priority	How will we achieve this?
and opportunities Providing support to the following priority groups to ensure that they can access and benefit from the jobs created from the Jobs Fund and wider employment opportunities: • **Young people aged 16-17** who are NEET and not receiving support from the Youth Contract. The offer for these young people will include a pre-apprenticeship training scheme. • **Young people aged 18-24** who will not eligible for the wage subsidy element of the Coalition Government's Youth Contract (currently 83% of young of people aged 18-24 claiming JSA in Haringey). • **Residents furthest away from work who will not be supported by the Coalition Government's Work Programme** (currently over 90% of out-of-work benefit claimants and 100% of people who are unemployed and not claiming benefits) and who will need bespoke personalised support to gain employment • **Parents (including lone parents) and families** in need of support to find employment. Some of these families will be referred and assisted through the Troubled	**support** that will be delivered by a range of organisations (this could include a combination of in-house and commissioned provision) and will include • Confidence building • Motivation • Sector based and basic skills development • CV preparation • Interview preparation Support with job search and applying for jobs • Job brokerage 2. Being involved a **tri-borough employment support programme** including Enfield and Waltham Forest Councils funded through European Social Fund co-financing (provided by the GLA) with the boroughs matching ESF finance. 3. Working with public and third sector partners to develop effective strategies to engage with the groups that have been identified as being priorities under this programme.

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Our priority	How will we achieve this?
Families initiative.	
Nurture a stronger culture of enterprise and self employment Haringey is an entrepreneurial borough with a self employment rate that has historically been higher than the national rate. Self employment is increasingly being seen as a route into sustained employment, particularly at a time where public sector recruitment is restricted. It is therefore recommended that self employment is a feature of the proposed new programme.	1. Commissioning specialist provision that will support local people into self employment. 2. Offering the commissioned self employment support from the new **Enterprise and Employment Centre at 639 Tottenham High Road**. a. 639 High Road will operate as a Hub and Spoke model with links to other organisations that are already providing enterprise support (including links to the Tottenham Green Enterprise Centre). b. It will be a complementary service with a particular focus on young people and helping them exploit their potential to develop themselves and their business ideas. c. The centre will link to other areas of council and voluntary sector provision to ensure suitable communication networks exist throughout the area. d. A detailed model will come forward in the Spring. 3. Working with colleagues in the Council's Property Services to explore how the **Council's commercial property portfolio** could be better used to support the creation of new businesses. 4. Exploring the possibility of establishing a **social enterprise** that will employ and train local people in construction skills (partnering with CHENEL) with a specific focus on **bringing empty properties back into use**. This would also help to prepare local people for the likely construction work that will be available through the efforts to

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Our priority	How will we achieve this?
	regenerate Tottenham.
Supporting schools to prepare young people for work, employment and enterprise Although this proposed programme will not have direct commissioned support for school children there are still areas where the Council will be able intervene. For example, the provision of high quality Information, Advice and Guidance (IAG) is a crucial element of ensuring that young people are making the right career choices, before they leave school, that lead to sustained employment. Another element of ensuring that young people are making the right career choices is the availability of meaningful work experience opportunities. A significant number of those opportunities are currently sourced by the Haringey Education Business Partnership (HEBP) and in 2011/12, 1,667 pre-16's are expected to complete work experience placements through HEBP.	1. Working to support the efforts of schools and local partners (including CHENEL) to improve the IAG offer in the borough. Young people who have received IAG will subsequently be able to access the support on offer from the proposed new programme. 2. Committing to provide at least **100 work experience opportunities** a year, and also **challenging** partners (including businesses) to work closely with schools to increase this number further. 3. Develop a programme with 14 plus providers of education to ensure young people are sufficiently aware of the full range of employment possibilities including self employment. Providers will be invited to submit bids to the One Borough One Future Fund for innovative approaches to ensuring young people have the orientation and aspiration required to enter the employment market.
Challenge contractors and partners to contribute to local employment and skills	1. The Council shall work to review existing contracts when due for renewal to incorporate social clauses and to develop robust monitoring

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Our priority	How will we achieve this?
Sustainable procurement - using public sector buying power to secure social, economic and environmental objectives in ways that offer real long term benefits – can be a real driver for job creation and has the potential to impact the local job market. The Council intends to explore how this buying power can be better used to create more jobs, apprenticeships and trainee positions.	of Key Performance Indicators linked to social clauses. 2. In a wider sense, the Economic Development service will work with the Council's Planning service to ensure that all Section 106 obligations are properly delivered. This has become increasingly important given the regeneration of Tottenham and the additional job and apprenticeships being secured through this. 3. Linked to this, the Council recognises a major barrier for parents (particularly lone parents) in finding employment is the availability of affordable of childcare. Providers who are commissioned to deliver elements of this programme will be expected to source appropriate and affordable childcare for the parents they support, through the funding they receive. Further to this, the possibility of using **Section 106 monies** to create a **childcare fund** will be explored.
<u>Develop a joint plan to deliver co-ordinated action</u> Although this report proposes a significant programme of activity, it is only part of the picture and there remains a wide range of provision available to unemployed people in Haringey. Despite the availability of this provision there are still gaps in terms of people being able to access support (more information about these gaps and how the proposed programme will help to fill them is provided in	1. **Re-establish and revitalise the Haringey Employment Partnership**. It would be intended to have this Partnership in place by **Summer 2012**. 2. Developing, with partners, an **employment and skills plan** that identifies the provision available to local people and how it will be co-ordinated to achieved agreed outcomes.

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Our priority	How will we achieve this?
Appendix 2). To ensure that the Council's investment does not duplicate existing provision and can also link to this provision to make the investment go further, it is important that key employment and skills stakeholders are closely involved with delivery of the proposed programme.	

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Role of the Council's Economic Development service

5.12 The Council's Economic Development service has significant expertise and experience in managing a number of employment programmes including the Haringey Guarantee, North London Pledge and Future Jobs Fund (more details about these programmes is in Appendix 4). As such it is proposed that the Economic Development service manages this programme ensuring that outcomes are delivered against targets and regular reports are provided to the Cabinet Member for Economic Development and Social Inclusion.

5.13 The unit will operate on the basis of commissioning the programme where appropriate from other providers.

5.14 The Economic Development service will also put in place a strong evaluation framework to ensure that the programme delivers the necessary successes, quality and additionality.

6. Comments of the Chief Finance Officer and financial implications

6.1 Following funding cuts from Central Government, Area Based Grant which funded the £1,200,000 budget for the Haringey Guarantee was removed during 2010-11. In response a budget of £500,000 was allocated from Core Council Resources for 2011-12.

6.2 An amount of £2m has been identified from revenue reserves that has been allocated for worklessness schemes. This allocation was approved by Full Council in February 2012 as part of the Medium Term Financial Plan as one–off funding.

6.3 Across the years 2012-13 and 2013-14 this means there is potentially £3m available for Worklessness schemes.

6.4 The programme outlined above will cost £2.6m of Council resources over the 2 financial years – analysed as follows:

Engagement & Employability (£300,000 p.a.)	£600,000
Haringey Jobs Fund	£1,500,000
Contribution to ESF Tri-borough programme	£500,000
TOTAL	**£2,600,000**

6.5 Thus the proposed programme will allow the Council to achieve a £400k total saving (£200k in each year) from the core programme while drawing in external match funding of £500K from ESF, £1.5m GLA funding and up to £1.5m levered private sector investment for the new jobs programme.

6.6 As the £2m identified funding is one-off in nature the £200k saving will only apply in 2012-13 and 2013-14 and will need to revert to the PRE budget in 2014-15 in order to keep the base budget for Haringey guarantee at £500k per annum.

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6.7 CHENEL and HALS have indicated that skills training will be funded though the Skills Funding Agency and at no cost to the Council, although the Council will need to be mindful of EU state aid regulations when offering these employment and training subsidies to the private sector – public funding is limited to 200,000 Euros (£170,000) over 3 years and the programme would limit jobs created to a maximum of 20 in any one company (£130,000).

6.8 Programme Management of the Haringey Jobs Programme will need to be funded from the overall pot of funding, estimated cost is £50k per annum.

7 Head of Legal Services and legal implications

7.5 The Head of Legal Service has been consulted on and notes the proposals made in this report.

7.6 The recommendation in paragraph 3.9 aims to maximise job opportunities through the Council's procurements. While these procurements may be likely to generate job opportunities, it must be borne in mind that under general EU procurement principles procuring authorities may not require contractors to limit jobs offered to the local or any other geographical area. In addition, to be compliant with any targeting of jobs and skills within a procurement it must be relevant to what is being procured.

7.7 Legal advice has been sought on the programme and should continue to be sought at the appropriate times as it is developed, including on any procurement law and potential state aid implications of the proposed approach.

7.8 In addition, ongoing consideration should be given to the assessments being undertaken of the equalities impact the programme may have on any group with protected characteristics under the Equalities Act 2010. Due regard should be had to these assessments to ensure a proper exercise of the Council's public sector equality duty.

7.9 There are no legal reasons preventing Members from taking decisions on the options outlined in paragraph 3 of this report.

8. Equalities and Community Cohesion Comments

8.1 A full Equalities Impact Assessment of changes to the Haringey Guarantee was completed in June 2011 and actions identified in that assessment have been incorporated in the development of this new approach and programme.

8.2 The EqIA stated that a new programme will be developed during 2011/12 and an interim reduced Haringey Guarantee programme will continue in the interim based around the Council's core team that will continue to offer employment support and

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advice, job brokerage focussing the most disadvantaged wards with the highest concentrations of BME residents and clearer focus on young people.

8.3 Following the Council's review of its approach to tackling worklessness any new approach/programme will monitored by the Economic Development service and reports published quarterly and reported on Council performance management scorecards.

8.4 Once targets have been agreed and set for the new interim programme performance against these will be monitored and reported as above.

8.5 Actions identified in that EqIA and included in the new programme were:

- Develop a new approach to tackle worklessness that can maintain current priorities and output targets on black ethnic minorities, women, disabled people and the most deprived wards
- Increased focus on young people
- Robust contracting and monitoring to be included in any new programmes that are developed

9. Policy Implications

9.1 The proposed programme fits well with Rethinking Haringey Outcome 1 Thriving Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty.

9.2 It also fits well with the work being undertaken by the new Social Inclusion and Worklessness Working Group.

10. Use of Appendices

- Appendix 1 – Programme delivery model
- Appendix 2 – Gap analysis of current employment and skills provision
- Appendix 3 – Summary of alternative options considered while developing the proposed new employment programme
- Appendix 4 – Summary of current and previous Haringey Council managed employment initiatives

11. Local Government (Access to Information) Act 1985

N/A

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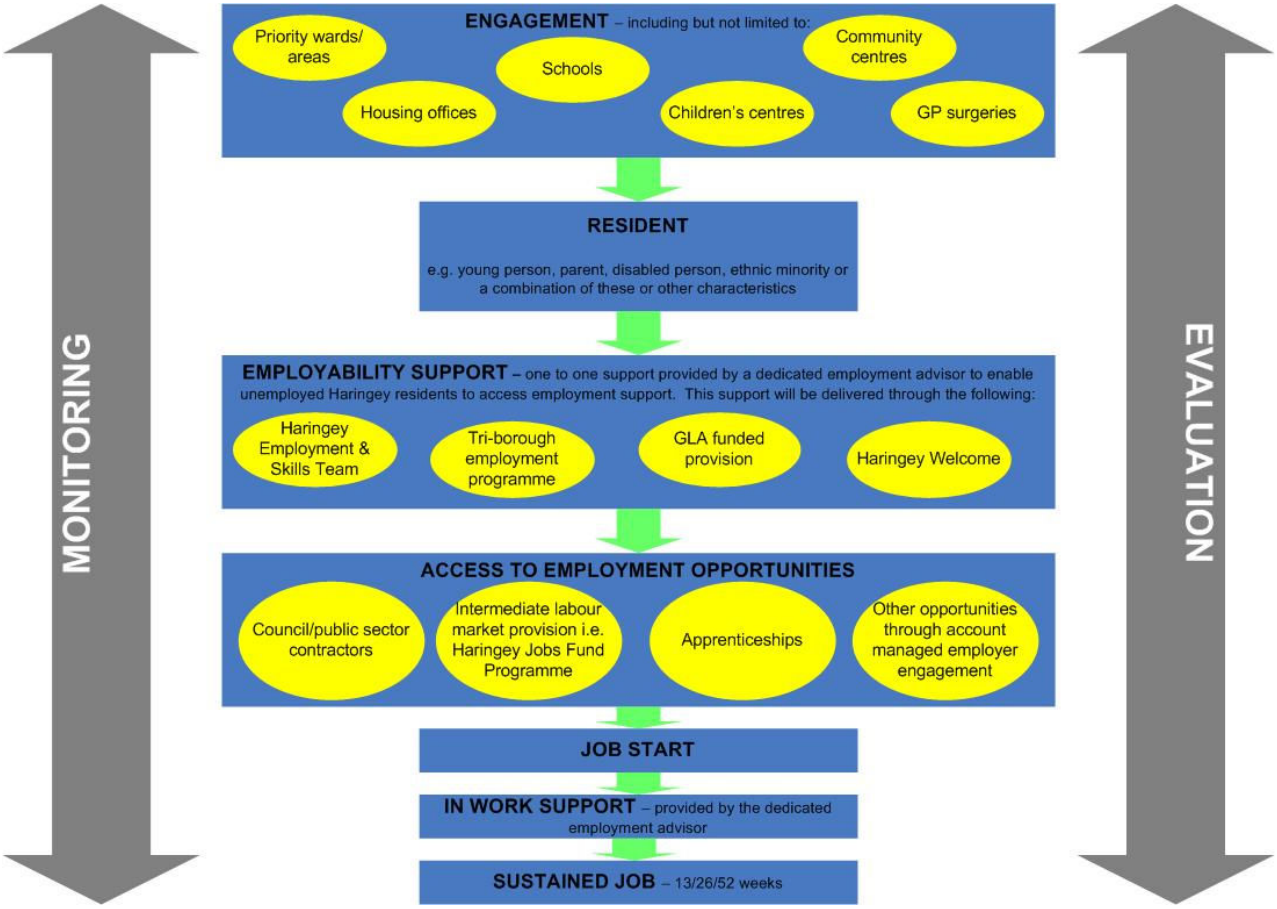
Appendix 1 – Programme delivery model



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Appendix 2: Employment and skills provision available in Haringey

Target group	Challenge	Provision	Gap	Proposed intervention(s)
Young people aged 14-15	Delivering a co-ordinated approach to careers advice and interventions to prevent pre-16s from becoming NEET Providing more work experience opportunities to pre-16s	There is a range of provision available to young people aged 14-15, including: • Pre-NEETS provision • Work experience • Local Intervention Fire Education Scheme (LIFE)	Loss of Connexions Service has resulted in there being no co-ordinated careers advice offer to schools and pre-16s In 2011/12 the HEBP is expected to arrange **1,667 work placement opportunities** for pre-16s. However, the last reported figures (Jan 2012) show **2,101 Key Stage 4 students in Haringey.**	Working with partners (including the Council's Children's Service, CHENEL, HEBP and pre-NEETS providers) to co-ordinate the offer to pre-16s (including careers advice and work experience). The Council is making a commitment to provide **100 work experience opportunities a year** for pre-16s and will **challenge** partners (including businesses) to increases this number further.
Young people aged 16-17	There are 291 young people aged 16-19 who are known to be NEET in Haringey. However, the status	There is a range of provision available to young people aged 16-17, including: • Haringey Guarantee • Haringey Welcome • Apprenticeships	Despite the existing provision available in the borough **the status (after leaving school/college) of 2,589 young people is**	A minimum of **200 jobs** will be created through the **Jobs Fund** and young people will be given first refusal for these jobs.

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Target group	Challenge	Provision	Gap	Proposed intervention(s)
	(after leaving school/college) of 2,589 young people in the borough is unknown.	• Skills provision (basic skills (including ESOL) to NVQ level 3 • Pre-NEETs provision • NEETs provision • Youth Contract (from April 2012) • Specialist employment support (e.g. RISE and HARRP Trust) • Project 2020 • LIFE	**unknown.** Loss of Connexions Service has resulted in a much reduced capacity to engage with young people, track their destinations after leaving school/college and therefore support young NEETs, whose status is unknown, into education, employment or training.	The overall programme target is to support a minimum of **600 people into sustained employment** and young people will be a key target group. A core element of the proposed new programme will be engagement of young people aged 16-17, working with public and third sector partners. The proposed new programme will have a training element (pre-apprenticeships) focused on young people in this age group.
Young people aged 18-	There are 2,160 young people aged 18-24 claiming JSA	There is a range of provision available to young people aged 18-24, including:	Despite the provision available in the borough **the status**	A minimum of **200 jobs** will be created through the **Jobs Fund** and

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Target group	Challenge	Provision	Gap	Proposed intervention(s)
24	in Haringey There are 291 young people aged 16-19 who are known to be NEET in Haringey. However, the status (after leaving school/college) of 2,589 young people in the borough is unknown.	• Haringey Guarantee • Youth Contract (from April 2012) • Work Programme • JCP • Apprenticeships • Skills provision • Pre-NEETs provision (18-19) • NEETs provision (18-19) • Haringey Welcome • New Enterprise Allowance • Self employment support • Improving Access to Psychological Therapies (IAPT) • Specialist employment support (e.g. RISE and HARRP Trust) • Project 2020 • LIFE	**(after leaving school/college) of 2,589 young people is unknown** and **2,160 young people are claiming JSA**. This is, in part, due to eligibility restrictions around the young people who can access this provision. For example: It's estimated that the wage subsidy element of the Youth Contract will, based on current figures, only benefit 360 young people claiming JSA in Haringey and will not be available to young people who are not claiming JSA. It's estimated that the Work Programme, based on current figures, is only	first refusal for these jobs will be given to young people aged up to 24. These will be young people not currently on the Work Programme (including young unemployed people not claiming benefits). The overall programme target is to support a minimum of **600 people into sustained employment** and young people will be a key target group. These will be young people who are not currently on the Work Programme (including young unemployed people not claiming benefits). The self employment offer made available

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Target group	Challenge	Provision	Gap	Proposed intervention(s)
			available to 360 young people claiming JSA in Haringey (not taking into account potential early entrants or young people claiming IB, ESA or IS). It's estimated that JCP's New Enterprise Allowance is only available, based on current figures, to 320 young people claiming JSA. It is not available to young people claiming other benefits and unemployed young people claiming no benefits at all.	through the proposed new programme will have a strong focus on young people. These will be young people not currently receiving support from the New Enterprise Allowance or Work Programme (including young people claiming benefits other than JSA and young unemployed people not claiming benefits at all).
Other groups (inc. parents and families)	There are currently 24,060 people aged 25-64 in Haringey claiming out of work benefits. There are currently 24,000 people aged	There is a range of provision available to these people including: • Haringey Guarantee • Work Programme • JCP • Apprenticeships • Skills provision	Despite the existing provision available to unemployed people in the borough, **there are still 24,060 people aged 25-64 claiming out of work benefits**. This is, in part, due to	A minimum of **200 jobs** will be created through the **Jobs Fund** and these jobs will be made available to people aged 25 and over (although first refusal will be given to young

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Target group	Challenge	Provision	Gap	Proposed intervention(s)
	16-64 in Haringey living in households where nobody is in work; these households are home to 13,000 children (although not all of these households will have children) Some 20.7% of people aged 16-64 in Haringey have a NVQ level 1 or below qualification, higher than the London rate of 18.9% but lower than the England rate of 24.4%.	• Haringey Welcome • DWP-ESF Families programme • New Enterprise Allowance • Self employment support • IAPT • Specialist employment support (e.g. RISE and HARRP Trust)	eligibility restrictions around the people who can access this provision. For example: It's estimated that the Work Programme, based on current, figures, is available to 2,585 people aged 25 and over claiming JSA in Haringey (not taking into account potential early entrants or people claiming IB, ESA or IS). The DWP-ESF Families programme has capacity to **support approximately 1,000 individuals** over a three year period. However, there are currently **24,000 people aged 16-64 in**	people aged up to 24). These will be people not currently on the Work Programme (including unemployed people not claiming benefits). The overall programme target is to support a minimum of **600 people into sustained employment** and people aged 25 and over will benefit from this support. These will be people who are not currently on the Work Programme (including unemployed people not claiming benefits). The proposed new programme has specific provision to support parents and families, including

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Target group	Challenge	Provision	Gap	Proposed intervention(s)
			Haringey living in workless households. It estimated that JCP's New Enterprise Allowance is available to, based on current figures, 2,005 people aged 25-64 claiming JSA. It is not available to people claiming other benefits and unemployed people claiming no benefits at all. In addition, there are a number of sectors where skills gaps have been identified nationally including: hospitality; retail; computing; manufacturing; and construction.	funding for childcare. The self employment offer made available through the proposed new programme will be available to be aged 25 and over. These will be people not currently receiving support from the New Enterprise Allowance or Work Programme (including people claiming benefits other than JSA and unemployed people not claiming benefits at all). The proposed new programme will have skills provision that aims to help fill sector based skills gaps as well as basic skills (including ESOL).

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Appendix 3 – Summary of alternative options considered while developing the proposed new employment programme

1. Continuing the Haringey Guarantee programme based on HEST with commissioned projects focussed on young people costing £500,000 p.a. ***It is proposed that HEST will continue under the new programme engaging local people and providing employability support and advice.***

2. Developing a Skills Programme commissioning external providers to deliver employability skills training. There is a gap around sector specific and bespoke training provision to match job opportunities. Training would need to include Green Skills (trade and soft skills around retro-fitting, solar panel installation, wall insulation, energy assessments and advice) and could include SIA qualification; sports development, coaching qualifications; childcare and social care courses; construction and retail. Training to also include retraining of newly unemployed people to support them back into employment. An investment of £250,000 leading to 250 qualifications could also result in 75 jobs. ***Skills development has been included as part of the Jobs Fund offer and there will be skills provision in the Tri-borough ESF programme. Further the proposed new programme has provision for this element using GLA funding (subject to agreeing terms and conditions with the GLA).***

3. Continuing Families into Work based on working with workless families in Tottenham. A reconfigured Families into Work project building on the successes of the FiW project that ran until June 2011 (140 families engaged and supported with over 30 gaining sustained employment) focussing on working with families in Tottenham with a history of worklessness to tackle wider and multiple barriers to employment. The project would target 100 families in Tottenham over 3 years supporting people into work, raise educational attainment, and raise vocational skills. In the 2 years of the project 150 positive outcomes would be achieved including skills, work placements, improved educational attainment, social inclusion progress measures (including debt management, opening bank accounts, membership of credit union, reduction in school absences, training courses) and 35 people entering employment. The project would cost £300,000 p.a. ***Work with families is being covered by the DWP ESF programme for families with multiple problems delivered in Haringey by Reed in Partnership. Further funding from Central Government is being made available from 2012/13 to work with identified Troubled Families in the borough. Further the proposed new programme has provision for this element using GLA funding (subject to agreeing terms and conditions with the GLA).***

4. Commission Enterprise Training with Business Start up and self Employment outcomes focussed on young people. This would be a training programme on skills needed for self-employment followed up with one to one support to complete a business plan, test marketing grants. A package of loan finance and long-term mentoring will be available to those who start up in business. *The*

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development and establishment of the new Enterprise and Employment Hub at 639 Tottenham High Road which will become a centre for social enterprise, social entrepreneurs and business development, offering mentoring & support will cover this strand of work. ***Further the proposed new programme has provision for this element using GLA funding (subject to agreeing terms and conditions with the GLA).***

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Appendix 4 – Summary of previous and current Haringey Council managed employment initiatives

Haringey Guarantee

The Haringey Guarantee, established in September 2006, is the Council's flagship programme to tackle worklessness, primarily focused on people who are furthest from the labour market. The Guarantee employs an innovative approach to building robust pathways to sustained employment by focusing on:

- Stemming the flow of new workless and increasing the numbers of moving from worklessness into employment.
- Delivering larger interventions with a narrower focus on core populations such as young people, users of core public services and long term working age benefit claimants (i.e. JSA and IB).
- Better employment engagement and more demand led interventions.

The programme offers a guarantee:

- To local residents that we will deliver high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities.
- That delivery partners and providers will deliver high quality, focused and professional services to jobseekers and employers.
- To businesses that we will produce committed trained workers to meet recruitment and skills needs.

Since its establishment the Haringey Guarantee has engaged with 4,695 people and supported 1,017 people into employment.

Families into Work

Families into Work successfully delivered a family based approach to tackling worklessness from October 2008 to March 2011, funded by the Area Based Grant.

The vision for the Families into Work (FiW) project was to improve the life chances of people in Northumberland Park by working with families to identify and provide the services they need for parents to become employed and for children to achieve success in education and develop the skills and desire to obtain work with career prospects.

FiW adopted a multi-agency approach in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life chances of all family members. It was a 3 year pilot with an embedded evaluation that was conducted by Ecorys. A team of 4 was set up to work closely with some 100 families in Northumberland Park who had multiple barriers to taking up employment and training. The team was targeted to work with 100 families, 50

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recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period. A key tenet of the project was to ensure, where possible, that new services were not provided but that existing service and projects were co-ordinated and targeted to the families on the project. Thus FIW did not duplicate existing services but sought to facilitate better use of them.

The project exceeded its lifetime target of engaging with 100 families with 140 families engaged. In addition to this, 30 people were supported into sustained jobs, 48 people completed training courses and 67 people undertook work placements.

The evaluation of FiW concluded that it "effectively embedded employment support provision within the Northumberland Park community [and had] a good reputation locally [which made] a difference to the families it work[ed] with." In addition, the project had "a number of elements that set it apart from mainstream provision which [were] core to its success."

Due to the loss of ABG, FiW has been merged with the successful Council Employment Action Network team, rated as a 3 star employment service by the London Development Agency. This is intended to be a further step towards mainstreaming this family based approach to tackling worklessness.

North London Pledge

The boroughs of Enfield, Haringey and Waltham, Forest came together in 2008, with investment from the London Development Agency (LDA), to form the North London Pledge, which brought together and extended the employment support already on offer in the boroughs (Enfield – Jobsnet; Haringey – Haringey Guarantee; Waltham Forest – Worknet).

The first phase of the North London Pledge, which was managed by Haringey Council and ran from April 2008 to March 2010, supported over 1,300 residents through a range of interventions including IAG, employability support, condition management and skills (basic skills up to NVQ level 2).

The second phase of the North London Pledge (which also covered Barnet) ran from February 2010 to July 2011 and was again financed by the LDA through their sustainable employment pilot programme, and managed by Haringey Council. This phase of the North London Pledge was successful in supporting 328 people into sustained employment for 26 weeks.

Future Jobs Fund

The Future Jobs Fund was an initiative introduced by the previous Labour Government in 2009 in response to rising levels unemployment caused by the recession of 2008. The initiative intended to create 150,000 jobs across the country for unemployed young people aged 18-24 and people aged 25 and over living in unemployment hotspots (Haringey was identified as an unemployment hotspot) The

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jobs lasted for up to 26 weeks and £6,500 was made available for each job to fund salaries, paid at least at the national minimum wage, and any other eligible costs.

Haringey Council led on a bid to create jobs within the Council and also the following partner organisations: College of Haringey, Enfield and North East London, Homes for Haringey, NHS Haringey, North London Business, North London Partnership Consortium, arc – Artists' Resource Collective, HAVCO, 5E Ltd and I Can Do It. All the jobs were paid at least at the London Living Wage – at the time £7.60 per hour. Over the lifetime of the project 210 jobs were created and filled with 86% of Future Jobs Fund employees completing their 26 weeks of employment

The Coalition Government announced in May 2010 that it was closing the Future Jobs Fund to new bidders but agreed to honour the funding allocated to previously successful bids. As a consequence the last Future Jobs Fund employees completed their jobs in September 2011.

Haringey Welcome

Haringey Council recently won funding from the UK Borders Agency to deliver a project to help third country nationals[5] settle in the borough; this excludes refugees.

The project duration is three years commencing 1st July 2011 and ending 30th June 2014, and is delivered in partnership with HALS and the Haringey Association of Voluntary and Community Organisations (HAVCO)

The aim of the project is to engage 480 residents born in third countries who have entered the country in the past 10 years and are now living in Tottenham, Wood Green or Hornsey, and support them to settle. There will be a focus on workless residents and women. Engagement and a needs assessment is conducted by Haringey Council's Economic Development service and support includes ESOL classes (HALS), Voluntary Work Placements and mentoring (HAVCO), Business Culture workshops and one-to-one employment support (both Economic Development).

[5] Non-UK and EU nationals.

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Report for:	**Cabinet – 20th March 2012**	**Item Number**	

Title:	**New Football Stadium and Associated Development at Tottenham, Proposed Northumberland Development Project Compulsory Purchase Order 2012**.

Report Authorised by:	**Lyn Garner - Director Place and Sustainability**

Lead Officer:	**Dinesh Kotecha – Head of Corporate Property Services** Tel: 020 8489 2101 e-mail: dinesh.kotecha@haringey.gov.uk

Ward(s) affected: Northumberland Park	**Report for Key Decision**

1. Describe the issue under consideration

1.1 On 16th November 2010, Cabinet resolved "in principle" to make a CPO to support the Northumberland Development Project scheme. This report seeks approval for the Council to use its Compulsory Purchase powers to progress the assembly of land required for the Northumberland Development Project, which, in turn, will enable Tottenham Hotspur Football Club (THFC) to implement the approved planning applications and build its new football stadium in Tottenham along with supporting regeneration.

1.2 If Cabinet agree to the use of Compulsory Purchase powers then notice of the Council's resolution to use these powers will be sent to the landowners who are affected by this decision and the statutory Compulsory Purchase Order (CPO) process for preparation and making of the Order will be followed.

1.3 The objectives for supporting the NDP project through the use of CPO powers are:

- To provide a focal point for the regeneration of Tottenham.

- To provide a catalyst for the long-term physical regeneration of Tottenham.
- To show tangible actions by the Council and THFC working in partnership, post the riots, to provide an opportunity to support the social, physical and economic well being of the area.
- To bring the vacant, under utilized land and buildings into use and development.
- To enable THFC to stay and invest within the Borough
- To enable a comprehensive development and regeneration of the whole of the Northumberland Development Project Site to be achieved.
- To enable London as a whole to benefit from the regeneration
- To maximize the benefits to the community and businesses within London as a whole and within the local area.
- To allow THFC to assemble the site to build the scheme.

2. Introduction by Cabinet Member for Economic Development and Social Inclusion

2.1 Members will note that development proposals submitted by THFC were granted planning permission on 30th September 2010, with further improvements to the scheme presented to the Planning Sub-Committee on 13th February 2012. These plans provide for a comprehensive redevelopment scheme on the existing stadium site subject to a S106 agreement and referral to the Mayor of London and Secretary of State (SoS). The redevelopment proposals include a new football stadium for THFC with increased spectator capacity, a food superstore, commercial and residential development as well as associated office and public space.

2.2 Critically, the development proposals present an opportunity for the Council's strategic regeneration goals to be realised in what is acknowledged and recognised as part of the Borough which suffers from endemic socio-economic deprivation and environmental degradation.

2.3 Members are asked to support the recommendations of this report recognising the economic, cultural and community benefits of the new football stadium and associated development in the eastern part of the Borough.

3. Recommendations

Cabinet is recommended to:

3.1 Agree that, as set out in the report at paragraph 5.8, the pre-conditions for compulsory purchase set by Cabinet on 16 November 2010 have now been met by THFC.

3.2 Resolve to make a Compulsory Purchase Order to acquire all land and rights within the Site shown edged red on the plan in Appendix 1 for planning purposes pursuant to Sections 226 of the Town and Country Planning Act 1990 (as amended), to enable Tottenham Hotspur Football Club (THFC) to build its new football stadium in Tottenham along with associated development supporting regeneration.

3.3 Note that THFC shall continue to seek to negotiate and acquire all necessary land and rights by agreement from the date of the resolution (if this is decided), until the Council considers it reasonable to make the Order.

3.4 Grant delegated authority to the Head of Corporate Property Services, in consultation with the Head of Legal Services and the Chief Financial Officer to agree the costs of the CPO to be paid by THFC, and only following the receipt of payments from THFC, to settle and complete the acquisition of the land interests of all owners, tenants, occupiers and others with a legal interest affected by the Scheme and who are included in the "London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012".

3.5 Grant delegated authority to the Head of Legal Services, in consultation with the Chief Financial Officer and Head of Corporate Property Services to prepare and implement the London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012 and preparation for and representation at a public inquiry if one is held.

3.6 Note that a separate report to Cabinet is on this Agenda which concerns entering into a Land Agreement with THFC if Cabinet resolves to make a Compulsory Purchase Order, and that the CPO resolution in paragraph 3.2 is subject to a Land Agreement, which includes a further indemnity agreement, being entered into, and an appropriate parent company guarantee, Bond or cash equivalent payment being provided by THFC by an agreed date which shall not be later than the date of notice by the Council to THFC that it intends to acquire the interests and rights under a CPO.

3.7 Note that a further report will be presented to Cabinet, in due course, dealing with the use of the Council's S.237 of the Town and Country Planning Act 1990 (as amended) land appropriation powers in respect of the Order land and the conversion of rights of property neighbouring the Northumberland Development Project Scheme to rights of compensation, in order to implement the scheme.

4. Other options considered

4.1 Option A – Not to support the NDP Project with the use of Compulsory Purchase Powers.

4.2 The implications of this option are that THFC may not be able to acquire the land needed and therefore they will not be able to secure funding and build the new stadium and associated development and the objectives identified in paragraph 1.3 will not be achieved.

4.3 Option B – Deferring the decision to use Compulsory Purchase powers to allow further time for a negotiated settlement with the parties.

4.4 In consultation with the Council, THFC has been actively negotiating with landowners for many years, and since the Council's 16th November 2010 "in principle" resolution these efforts have intensified in order to see if an agreement can be reached to acquire by private treaty. In the majority of cases, this has been successful, with the Club owning over 90% of the site. One remaining landowner has been unable to agree terms with THFC. THFC have shown satisfactory evidence to Council Officers that a CPO is now needed as a matter of last resort and deferring any decision will adversely impact on the ability to secure funding and delivery of the scheme.

4.5 Background Information

4.6 The development proposals submitted by THFC were granted planning permission on 20th September 2011 for a comprehensive redevelopment scheme on the existing stadium site following the completion of a combined S106 & S278 agreement. The redevelopment proposals included a new football stadium for THFC with increased spectator capacity, a food superstore, hotel and residential development as well as associated office and public space. Since then, the Planning Sub-Committee (13 February 2012) has resolved to grant new planning permissions for parts of the NDP Scheme (subject to entering a new s106 agreement and Mayoral and Secretary of State clearance), increasing development floor space and improving the design.

4.7 Critically, the development proposals present an important step towards realising the Council's strategic regeneration goals in what is acknowledged and recognised as part of the Borough which suffers from endemic socio-economic deprivation and environmental degradation. A framework for the delivery of proposed regeneration in Tottenham was set out in the report to the Cabinet's meeting on 7th February 2012.

4.8 Land and rights to be included in the Compulsory Purchase Order

4.9 The boundary of the CPO is shown outlined red on the Plan in Appendix 1 is the Order land. All the necessary land and rights within the redline boundary which need to be acquired for the scheme, will be acquired under the CPO to provide a clean title to the land. This includes land, buildings, sub-stations, mobile phone masts, plant, equipment, cables, pipes, rights and interest under, on and over the land.

4.10 An ownership plan of the land within the CPO redline boundary is shown in Appendix 1A. On that plan, the land coloured green is either controlled or owned by THFC, and amounts to over 90% of the site required for the development.

4.11 The land coloured pink is to be acquired for the scheme under the CPO. This pink land is currently a road and includes one remaining business/landowner who has been unable to agree terms with THFC. There are also some areas of land within the redline boundary which are controlled by THFC and which are unregistered and/or over which THFC has possessory title. These will also be included in the CPO, with the consent of THFC, to provide a clean title to the land.

4.12 An Order Map and Schedule of Ownerships has been drafted, following a land referencing exercise, and will be finalized and published as a part of the process for preparing the Order.

4.13 The Council owned land is coloured orange on plan in Appendix 1A. - The terms under which the Council will transfer it's own land for the scheme is the subject of a separate report on this Cabinet's agenda.

4.14 If the CPO resolution is made, this will be recorded in the Local Land Charges Register and disclosed on searches.

4.15 The whole of the Order land may be appropriated for planning purposes under S.237 and this will be subject of a further report to Cabinet.

5. Planning Framework

5.1 The THFC NDP scheme can bring major benefits for Tottenham, signalling confidence in the area to counteract the negative images of last summer's riots. It will complement other important elements of the Tottenham recovery and regeneration strategy being spearheaded by the Council and partners. THFC's approved plans for a new Stadium and associated development can be the first step to securing major regeneration in North Tottenham. This catalyst, if properly harnessed, can provide the Council with a unique opportunity to secure more than just a stadium development. It can encourage regeneration across North Tottenham and beyond providing a new leisure destination, plus new homes and jobs in an area where investment is key to providing opportunity for local people.

5.2 THFC is already a major investor in the borough. The existing Stadium draws hundreds of thousands of visitors each year to Tottenham boosting the local economy. The work of Tottenham Hotspur Foundation supports local community groups, school children, young people and the unemployed. The Northumberland Development Project (NDP) Scheme with the new larger capacity Stadium, new retail and commercial floor-space as well as new homes, public space and heritage improvements, will create hundreds of new jobs many of which will be targeted to local people. The additional 20,000+ new spectators to each football match in the new Stadium (plus participants at non-football events and conferences) will bring substantial new spending in the local economy, supporting local businesses – both those supplying direct to the Stadium as well as those in the general area.

5.3 The NDP Scheme has planning permission and changes to the Scheme to boost viability, subject to Mayoral and Secretary of State clearance, are likely to have consent before the end of March 2012 when a new s106 agreement should be completed. The granting of planning permission was based on a thorough assessment of the Scheme demonstrating its fit with national, London and local planning policies.

5.4 The s.106 agreement secures substantial economic and employment benefits for the borough generally and Tottenham specifically. Cabinet has also authorised (7th February 2012) the start of work on promoting the regeneration of the wider area and has approved 10 Transformation Principles to guide this work. This work is stimulated by the NDP Scheme investment.

5.5 The recommendations in this report take a further step in helping to deliver the major investment in the NDP Scheme that will bring major economic benefits for Tottenham and enable the retention in the public interest of THFC's heritage and history in Tottenham. The socio-economic, cultural and community benefits of the new football stadium and associated development in Tottenham will not only bring much needed regeneration to the eastern part of the Borough but will also promote the redevelopment of other sites in the Borough. This, in turn, will lead to net socio-economic and environmental improvements that are in the public interest of Tottenham, the borough and, indeed, London.

5.6 Pre-conditions to CPO Resolution

5.7. On 16th November 2010, Cabinet resolved "in principle" to make a CPO to support the NDP scheme if the following pre-conditions were satisfied:

a) THFC will have to state unequivocally that they are staying in Tottenham and intend to operate from the new stadium and are not pursuing any interest in moving to a stadium or site elsewhere and will not do so prior to their occupation and use of the new stadium;

b) The Council will need to be satisfied that there is a legally binding delivery mechanism (a S106 Agreement) with THFC which ensures that there is a comprehensive redevelopment of the whole Site and that the new football stadium will be built on the Site and completed within a reasonable time period of any other development on the site such as the supermarket being occupied or opened for business.

c) The Council will need to satisfied that THFC has a viable business plan and funding strategy, together with a full and sufficient indemnity agreement and appropriate financial bond covering the costs of making and confirming any such CPO/section 237 appropriation.

d) That an Equalities Impact Assessment (EqIA) has been undertaken of the potential impact of the proposed Compulsory Purchase Order.

e) That the Council is satisfied that it is not providing an illegal indirect subsidy or State Aid to THFC in the use of the CPO powers or S.237 land appropriation powers.

5.8 Officers consider that these pre-conditions have now been satisfied for the following reasons:

a) THFC has stated unequivocally that it is staying in Tottenham and intends to operate from the new stadium and is not pursuing any interest in moving to a stadium or site elsewhere and will not do so prior to their occupation and use of the new stadium; see statement from the club attached as Appendix 2.

b) There is a legally binding delivery mechanism via the S106 Agreement with THFC agreed by Planning Sub Committee on 13th February 2012 which ensures so far as possible that there is a comprehensive redevelopment of the whole Site and that the new football stadium will be built on the Site and completed within a reasonable time period of any other development on the site such as the supermarket being occupied or opened for business. There can, of course, be no absolute guarantee of this (or indeed any other) development proceeding. It will always be subject to securing appropriate financing and other matters (such as the sale of naming rights to the stadium), it is felt that this pre-condition has been secured as far as it is feasible to do so.

c) Grant Thornton, as the Council's independent financial advisers, have indicated that they are satisfied that THFC has a business plan and funding strategy that, subject to meeting key challenges, has a reasonable prospect of delivering the NDP Scheme. The exercise of CPO powers is subject to there being a full and sufficient indemnity agreement and appropriate parent company guarantee, financial bond or equivalent being in place to cover the costs of preparing, making and confirming a CPO, so as to ensure that there is as little financial risk to the Council as possible.

d) An Equalities Impact Assessment (EqIA) has been undertaken of the potential impact of the proposed Compulsory Purchase Order and the Council's Officers are

satisfied that the conclusions of that report indicate that any adverse consequences of the scheme identified in the EqIA are not such as to prevent it progressing. A copy of the EqIA is attached as Appendix 3 to this report.

e) The Council has received advice from a QC that the exercise of CPO powers by the Council is appropriate for assembling the land and acquiring rights to implement the NDP scheme, and that it is not providing an illegal indirect subsidy or State Aid to THFC in doing so. S. 237 Land Appropriation Powers will be dealt with in a separate report to Cabinet in due course.

5.9 Statement of Reasons for the Compulsory Purchase Order

5.10 Although the Statement of Reasons document is non-statutory, this is an important document and is served with the statutory notices when the Order is made. It describes the land within the Order boundary, give an outline of the case for the acquisition and of the proposed use and development, with details of the planning position, special considerations (e.g. listed buildings) policies and views of government departments, proposals relocation and details of any related Orders such as Highway Stopping up and closures.

5.11 At this stage of the process, in accordance with Government guidance, a draft statement of reasons for the CPO has been prepared, and is attached in Appendix 4 to this report. A final statement will be produced and will be served on Landowners with the statutory notices when the Order is actually made.

5.12 Compulsory purchase is a course of last resort, and the THFC, in consultation with the Council have been using all reasonable endeavours since the November 2010 Cabinet "in principle" resolution to agree terms with the remaining interested parties by voluntary means. (Exempt statement from THFC – Appendix 5).

6.0 Financial issues and risk to the Council in making a CPO

CPO Costs

6.1 As a matter of general principle all costs associated with the decision and Compulsory Purchase Order will be met by THFC, including:

<u>1. Administrative Costs of the CPO</u>

- time spent by Council staff and consultants in progressing the CPO and land referencing ;
- legal costs of the Council (including any time spent by external Counsel and Legal Services);
- other relevant CPO related costs, including all costs, fees and expenses relating to any public inquiry (if there is one) in respect of the CPO;

The Council will be billing THFC these costs on a monthly basis under the terms of existing indemnity.

<u>2. Acquisition and compensations costs of the CPO</u>

- payments to include acquisition costs and disturbance payments to all affected landowners, lessees or tenants which arise from the CPO and are a natural and reasonable consequence of the property being acquired; and
- compensation payments for any statutory nuisance, severance, injurious affection, interference with, disposal or acquisition of rights or interests, which flow as a consequence of the scheme.

THFC have agreed to provide a parent company guarantee, Bond (if requested by the Council) or cash equivalent sum for these costs before the Council acquires under a CPO by an agreed date, which will be before the Council incurs the expenditure under the terms of a further indemnity, which is the subject of a separate report to Cabinet on this agenda.

Financial exposure

6.2 There are a number of areas of financial exposure associated with a CPO which were set out in the report to Cabinet on the 16th November 2010, and which have now been covered. In June 2011, THFC and the Council entered into a "first stage" indemnity agreement, which includes a parent company surety guarantee for the CPO costs to provide financial protection for the Council in respect of the resources to be devoted in preparing and making a CPO decision and the exercise of its compulsory purchase powers. Under this indemnity agreement, THFC shall pay to the Council to credit into a separate bank account opened by the Council within 28 days the amount of CPO costs that the Council estimate will be incurred, have been incurred, paid or are due for payment or will shortly be due for payment by the Council.

6.3 As a further safeguard for the Council on the CPO costs, and CPO process, a "Land Agreement", with a further "second stage" indemnity agreement for the CPO costs, is being finalised with THFC. Under this second agreement, THFC will provide a parent company guarantee, bond or equivalent cash sum based on a compensation valuation report by an agreed date, which shall not be later than the date of notice by the Council to THFC that it intends to acquire the interests and rights under a CPO. This agreement will also cover costs of transfer of land and rights acquired under the CPO, and on the disposal of the Council's own land for the scheme. Heads of Terms for this are set out in a further report on the same agenda for Cabinet approval.

6.4 In terms of project management, the CPO project is being led by the Council's Director of Place and Sustainability, with the Assistant Director Planning and Regeneration, Head of Corporate Property Services, Head of Legal Services and Head of Finance being part of the project board. A joint project team has also been set up with THFC and their professional advisors to prepare and implement the CPO.

6.5 Officers are satisfied that the arrangements outlined above in terms of the first and second stage indemnity agreements, mean that there is no material financial exposure to the Council.

6.6 In terms of risk management, THFC have agreed to continue to negotiate with and acquire all necessary land and rights by agreement during the preparation and making of the CPO, and until such time as the Council considers it reasonable to take over the negotiations and acquire the land compulsorily (which may not be until a CPO is confirmed by the Secretary of State, following a public inquiry if there is one). In

addition, the Council will not compulsory acquire the land until after CPO costs are deposited by THFC to the Council's bank account.

6.7 THFC has employed professional property advisors to advise them on the CPO process and compensation issues. Under the terms of the indemnity agreement, THFC has agreed for these professional advisors to provide technical support to the Council in implementing a CPO with the advisors owing a joint duty of care to the Council and THFC. Also under the indemnity agreement, the Council can and have obtained their own independent advice and the costs of this are rechargeable to THFC.

6.8 THFC have agreed to meet the costs of a public inquiry, if there is one and agreed to to provide Director level witnesses and expertise.

Insolvency

6.9 The worst-case scenario is if THFC became insolvent after the CPO resolution and was unable to pay costs that may be due to the Council.

6.10 The impact of this risk is minimised by the indemnity agreements, with the CPO administrative costs being recharged to THFC on a monthly basis, and a parent company guarantee, bond or cash equivalent sum being provided by THFC for any acquisitions or compensation payments before the Council will incur the expenditure.

6.11 In the unlikely circumstance that THFC became insolvent, the Council would be under an obligation to the landowner to complete the purchase unless the CPO was withdrawn. The Council would therefore need to consider whether or not rescinding the CPO resolution was feasible at the time and the costs of doing so.

6.12 In terms of holding any land acquire under the CPO, the intention is to transfer all interests to THFC as soon as practicable. In order to minimise this risk the transfer will be made almost as soon as possible after the land has been acquired, and mechanisms such as holding irrevocable deeds of transfer to THFC will be explored so that the risk (if any) only lasts for the minimum possible time.

6.13 Comments of Chief Financial Officer and Financial Implications

6.14 Since Cabinet resolved in principle to make a CPO the Council has commissioned Grant Thornton to review the THFC business plan and funding strategy and they have concluded that the revised scheme approved by Planning Committee has a reasonable chance of success.

6.15 However before the Council proceeds with a CPO, Cabinet needs to be assured that any risks associated with the process have been fully mitigated. This would include THFC paying to the Council the amount of CPO costs that the Council estimate will be incurred, have been incurred, paid or are due for payment or will shortly be due for payment by the Council. The Head of Legal Services and Chief Financial Officer will need to agree the final format of all related documents.

6.16 The cash payment by THFC must cover the full costs to the Council of not just the acquisition of land but also the costs of the CPO process and any holding costs to the Council must be paid before the Council proceeds to acquire the land compulsorily.

6.17 The making of the CPO should not commence until any outstanding sums owing to the Council by THFC under the previous indemnity agreement have been settled in full.

7. Head of Legal Services Comments and Legal implications

7.1 Compulsory Purchase

7.2 The Council is using its compulsory purchase powers to help implement this regeneration scheme.

7.3. The CPO is being made using planning powers pursuant to Section 226(1) (a) of the Town and Country Planning Act 1990. Section 226(1)(a) enables authorities with planning powers to exercise their compulsory acquisition powers if they think that acquiring the land in question will facilitate the carrying out of development, redevelopment or improvement on or in relation to land. It must not be certain that it will be able to be acquired it by agreement. Section 226(1A) provides that the acquiring authority must not exercise the power unless it thinks that the proposed development, redevelopment or improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of its area. In deciding whether to make a CPO using planning powers, the Council would be required to demonstrate that there is sufficient justification for acquiring the land compulsorily and that there is a compelling case for a CPO. This is set out in the draft statement of reasons attached in appendix 4 to this report.

7.4 In addition, the relevant government guidance (Circular 06/2004) states that any programme of land assembly must be set within a clear strategic framework. The guidance goes on to state that such a framework will need to be founded on an appropriate evidence base and to have been subject to consultation processes, including with those whose property is directly affected. Cabinet when making the CPO, and the Secretary of State, when considering whether to confirm it, would be required to have regard in particular to whether the purpose for which the land is being acquired fits with the adopted planning framework for the area.

7.5 Human Rights Act 1998 Implications

7.6 The Act effectively incorporates the European Convention on Human Rights into UK law and requires all public authorities to have regard to Convention Rights. In making decisions Members therefore need to have regard to the Convention. The rights that are of particular significance to Cabinet's decision are those contained in Articles 8 (right to home life) and Article 1 of Protocol 1 (peaceful enjoyment of possessions).

7.7 Article 8 provides that there should be no interference with the existence of the right except in accordance with the law and, as necessary in a democratic society in the interest of the economic well being of the country, protection of health and the protection of the rights and freedoms of others. Article 1 of the 1st Protocol provides that no-one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law although it is qualified to the effect that it should not in any way impair the right of a state to enforce such laws as it deems necessary to control the uses of property in accordance with the general interest.

7.8 In determining the level of permissible interference with enjoyment the courts have held that any interference must achieve a fair balance between the general interests of the

community and the protection of the rights of individuals. There must be reasonable proportionality between the means employed and the aim pursued. The availability of an effective remedy and compensation to affected persons is relevant in assessing whether a fair balance has been struck.

7.9 Therefore, in deciding whether to proceed with the recommendations, Cabinet needs to consider the extent to which the decision may impact upon the Human Rights of the landowners and residents and to balance these against the overall benefits to the community, which the redevelopment will bring. Members will wish to be satisfied that interference with the rights under Article 8 and Article 1 of Protocol 1 is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.

7.10 (Exempt)
7.11 (Exempt)

8. Equalities and Community Cohesion Comments

An Equalities Impact Assessment (EqIA) is attached in Appendix 3 to this Report.

The Council is required to complete an Equalities Impact Assessment (EqIA) as part of the making of The London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012 for the purposes of meeting its obligations under the Section 149 of the Equality Act 2010. This requires the Council to have due regard to the need to:

i. eliminate discrimination, harassment and victimisation of persons protected under that Act (protected characteristics);
ii. advance equality of opportunity for protected characteristics; and
iii. foster good relations between groups who share a protected characteristic and those that do not share that characteristic.

Adopting the nine step approach consistent with the Council's Service Delivery Template, the EqIA identifies that the impact on any persons or groups protected under the Act is likely to be positive and in some instances, significantly so.

This shows that there are no adverse consequences that will arise from the proposed decision.

9. Policy Implications

The recommendations are consist with the planning policies and the Council's regeneration strategy for the area. The disposal of land acquired under the CPO process to THFC and the disposal of the Council's land interests is dealt with in a separate report on this Agenda, and are consistent with corporate asset policy as set out in the Asset Management Plan.

10. **Use of Appendices** Appendix 1: CPO redline boundary plan

Appendix 1A: Land Ownership Plan.
Appendix 2: Statement by THFC
Appendix 3: Equalities Impact Assessment Report
Appendix 4: Statement of Reasons for the CPO (draft)
Appendix 5: (Exempt)
Appendix 6: (Exempt)

11. Local Government (Access to Information) Act 1985

11.1 Background Papers

24th February 2009 - Northumberland Development Project

30th September 2010 – Planning Committee Report on NDP Application

16th November 2010 – Cabinet Report on "in principle" CPO resolution.

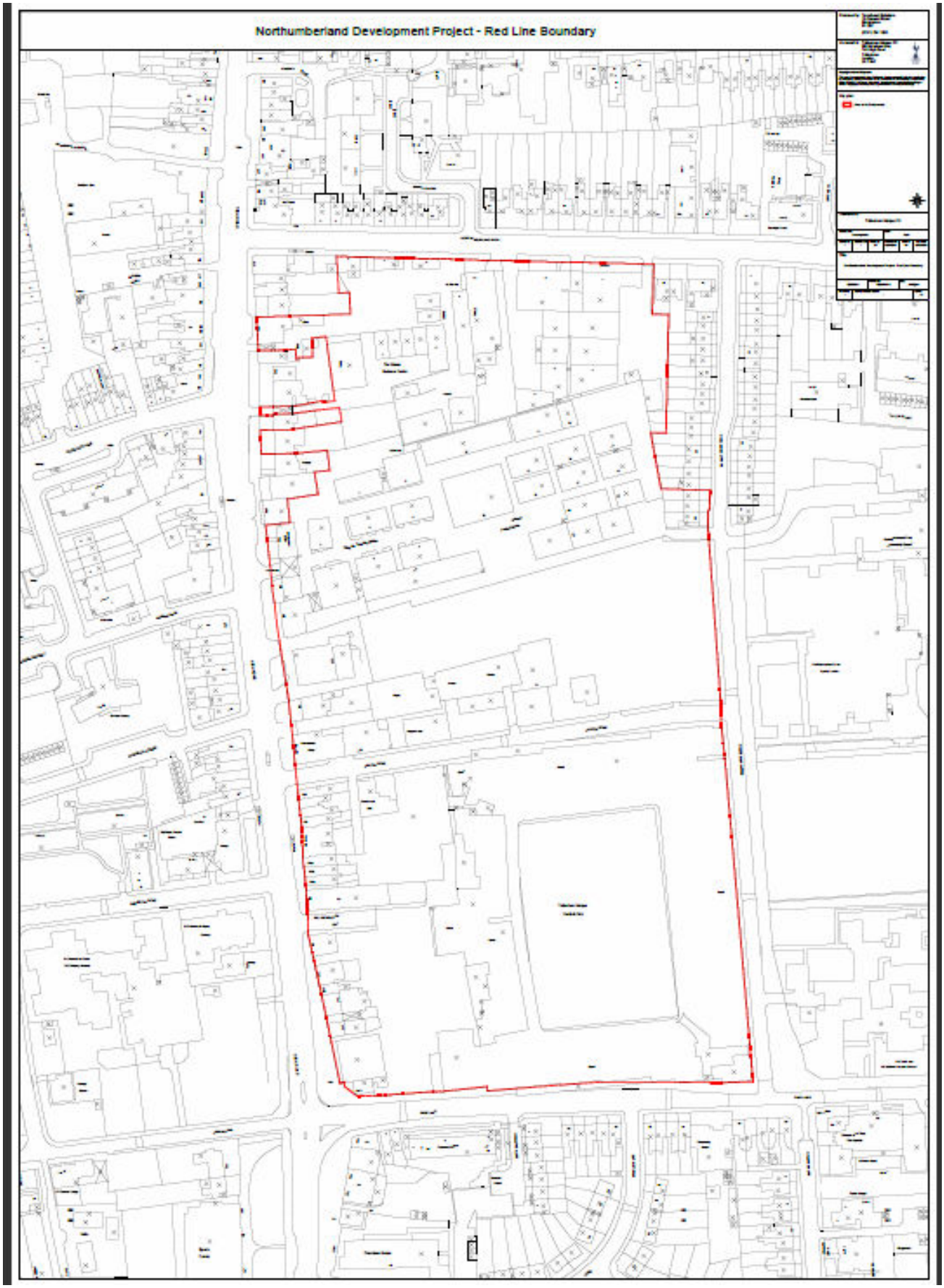
7th February 2012 – Cabinet Report "Funding and Investment Package" for Tottenham Regeneration Programme.

13th February 2012 - Planning Sub-Committee Report on variations to S.106

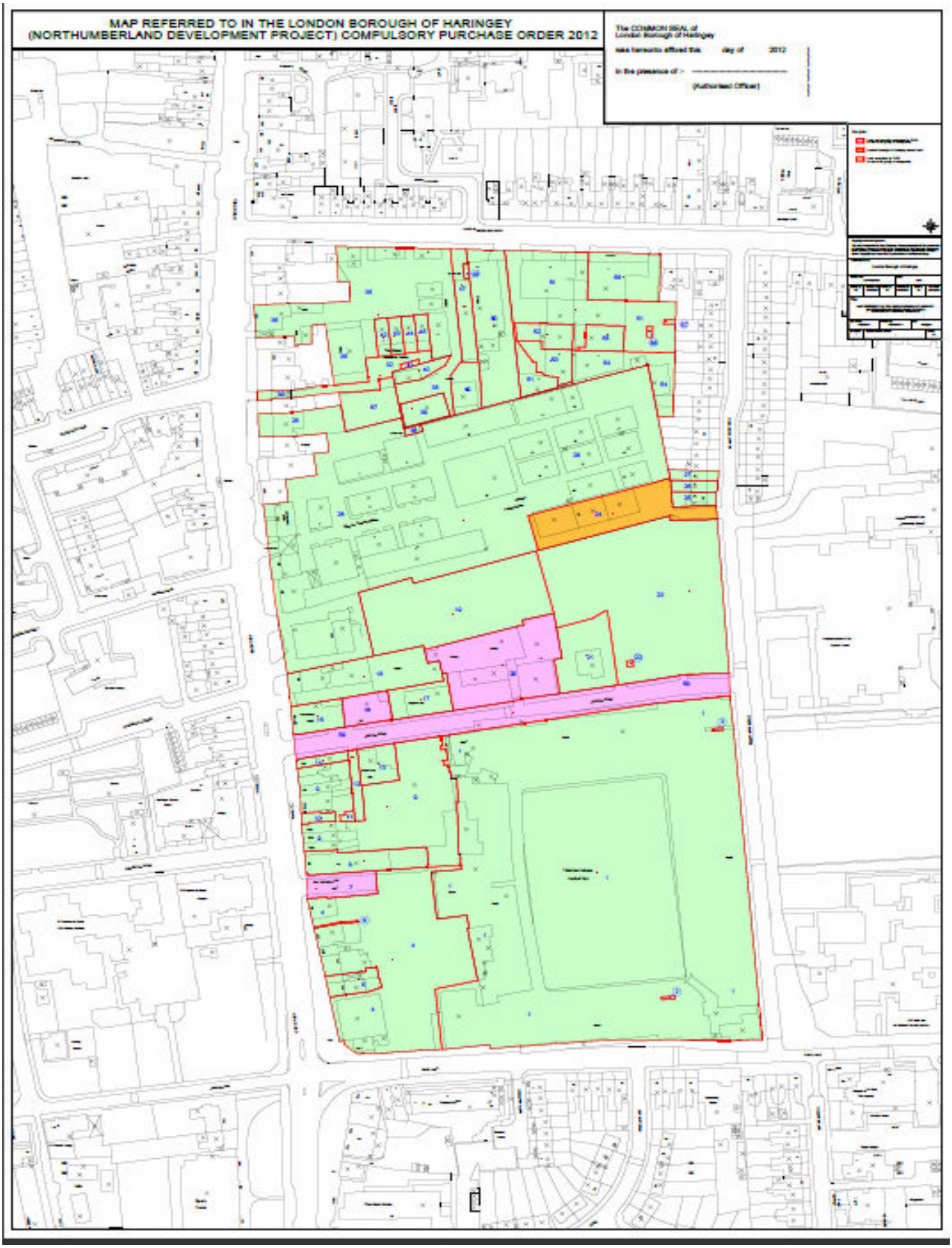
11.2 The report contains exempt information. Exempt information is contained in Appendix A and is **not for publication.** The exempt information is under the following category (identified in amended schedule 12A of the Local Government Act 1972):-

S(3) Information relating to the financial or business affairs of any particular person including the authority holding the information.

APPENDIX 1 – REDLINE BOUNDARY OF COMPULSORY PURCHASE ORDER LAND



APPENDIX 1A – LAND OWNERSHIP PLAN



APPENDIX 2 – STATEMENT BY THFC COMMITTING TO STAYING IN TOTTENHAM AND THE NEW STADIUM

Chairman, Daniel Levy, Speech, Annual General Meeting, 13 December 2011

As is customary, before we start on the official business I should like to say a few words to the meeting.

I am once again able to start by saying that I am delighted we have had a year where turnover has reached a record high – to which I am also able to add how delighted we are to have seen the team perform so well during this period in the Champions League, reaching the quarter finals and how delighted we are today with our current performance in the Premier League.

Everything we do at the Club is driven by the desire to have the best on pitch performance possible and I believe the position we find ourselves in today validates both our significant investment over the past years and the focus we have on assembling and retaining top talent.

Having tasted the Champions League we were obviously disappointed not to return to it immediately for a second season, and we are also disappointed to find ourselves in a difficult position in the Europa League right now, but nothing can detract from the way we are currently playing football and the sheer entertainment that we are providing for fans and neutrals alike. It is a joy to read the accolades for our style of play and long may it continue.

As I said at the time we released our figures, ten years ago we set out to create a First Team squad that could compete for the highest honours both domestically and in Europe, to deliver a new Training Centre and an increased capacity stadium. I am delighted to report on the substantial progress we have made in all these areas.

You will have seen on the screen this morning the latest photographs of the new Training Centre under construction in Enfield. It will be a truly stunning facility, the most up-to-date of its kind. We have spent much time and effort on the detailed planning and layout of this facility such that it encompasses the philosophy and procedures that we have set as our approach to player development and training. It has attracted much interest from our competitor Clubs.

We look forward to the final commissioning of the project in the summer of 2012 when it will become home to our First Team squad and the exciting talent amongst our younger Academy teams.

As you arrived here this morning you could not have failed to notice the amount of work, most of it demolition, that has been taking place around the existing stadium. No one should now doubt our intentions to seek to deliver a world class stadium here in Tottenham.

A financing package will need to include bank finance, enabling development and sponsorship. Quite clearly any significant, further investment by the Club would need to be in the context of a commitment by the public sector to fund public infrastructure works to create the environment and confidence to commit further.

These public monies would be entirely for public works, not for the stadium or any of the associated Club developments and would contribute to the general uplift of the borough,

thereby creating an area in which the Club can justify hundreds of millions of pounds of investment, secure funding and be a catalyst for further regenerative investment.

A new stadium continues to be central to delivering our ambitions for this Club and I should say, at this stage, we are encouraged by the level of support there is for our plans and for giving the area of Tottenham the focus and attention it deserves.

The major disturbances we saw in our neighbourhood in August 2011, happened on our doorstep, but made headlines around the world. There is now a real recognition of the potential our new stadium scheme has to kick-start regeneration in this area.

We, your Board, have always highlighted the need for a viable and sustainable business, operating within our means. A new training centre which will allow us to develop our own young players and bring them through to the First Team and an increased capacity stadium producing greater matchday revenue, are important ingredients in enabling us to achieve this. Early on, we recognised that football clubs would need some form of financial regulation and it was for this very reason that we set out our plans for both capital expenditure projects. We now welcome the forthcoming new system of Financial Fair Play in the game that we hope will level the playing field and endorse the way we have operated to date.

We fully support the UEFA regulations alongside the Premier League's view on Financial Fair Play and we shall be a test case in the run up to its implementation. Our hope is that the rules are accepted in the spirit of the game to ensure its integrity and values are based on fair competition.

We were delighted that Harry recovered so well from his recent heart surgery. Plaudits must go to him, the coaching and playing staff for a truly exciting season. The training ground is a place of immense self belief this season and our stadium has seen fantastic displays of our style of football. It was always Bill Nicholson's wish that our players should remember they are there to entertain the supporters and I think he would be proud of our team today.

I should like to pass on our thanks to Keith and Kevan for their invaluable support as our Non-Executive Directors. Keith has the small task of delivering the London 2012 Olympics and we wish him great success with that – he has already been responsible for much of the success and progress of the event to date.

A little later this morning we shall vote on de-listing the Company. At a time when we need the greatest flexibility and ability to raise finance, we have determined that this is the most pragmatic option. I am conscious therefore that this may be the final formal AGM, but I am delighted that so many of our shareholders have indicated that they wish to remain with us and stay part of any new private company, thereby ensuring they will continue to be part of the future of the Club.

I should therefore like to conclude my opening remarks by thanking everyone who is part of the team behind the success of the Club – Harry and the coaches, the players, all our staff, our shareholders and, importantly, all our fantastic, loyal supporters.

I am very proud to have been your Chairman for ten years and to have achieved all that we have – it is undoubtedly the result of great teamwork. Thank You.

APPENDIX 3 – EQUALITIES IMPACT ASSESSMENT REPORT

Northumberland Development Project
Equalities Impact Assessment for Compulsory Purchase Order

Executive Summary

This note is intended to enable Haringey Council (the Council) to complete an Equalities Impact Assessment (EqIA) of The London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012 for the purposes of meeting its obligations under the Section 149 of the Equality Act 2010. This requires the Council to have due regard to the need to:

i. eliminate discrimination, harassment and victimisation of persons protected under that Act (protected characteristics);
ii. advance equality of opportunity for protected characteristics; and
iii. foster good relations between groups who share a protected characteristic and those that do not share that characteristic.

The Council's Cabinet resolved at a meeting on 16 November 2011 that approval be granted in principle to the use of Compulsory Purchase Order (CPO) powers for planning purposes pursuant to Sections 226 and or 237 of the Town and Country Planning Act 1990 (as amended) to enable Tottenham Hotspur Football Club (THFC) to carry out the Northumberland Development Project (NDP).

The CPO is primarily required to complete the assembly of the land required to enable the implementation of the NDP, which in turn, will act as a catalyst for the regeneration of North Tottenham. Although THFC has already acquired approximately 90% of the interests within the Order land (by area), it is seeking control of all interests within the application site boundary in order to implement the planning permission. The principal remaining interest to be acquired by the CPO under Section 226 is Archway Steel Ltd.

The structure of this note is consistent with the Council's Service Delivery Template, which sets out nine steps:

Step 1 (Identify the Aims of the Policy/Service/Function): The central aim of the project is to underpin the long-term future of THFC in this location by providing a new stadium with increased capacity, alongside associated residential, educational, healthcare and retail facilities.

Step 2 (Consideration of Available Data/Research/Information): The context of the development is of key significance when addressing the potential outcomes for different groups. The socio-economic baseline (paras. 12.3.4 – 12.3.38 of the Society and Economics Environmental Statement (ES) Chapter) includes the demographic data pertinent to EqIA.

Step 3 (Assessment of Impact): The use of CPO powers in relation to the NDP is considered to have three impacts. The first is upon the wider community whose daily lives will be affected by the completed development. It is considered that there are certain aspects of the development that may have impacts on specific groups:

- disability – the impact of design on accessibility;
- race – the impact of affordable housing provision on target groups; and
- age – the impact of design and housing provision on children and older people.

The impacts associated with the NDP are considered positive, sometimes significantly so and would be achieved principally through the following means:

- through the provision of additional temporary (construction and Event Day-related) and permanent (operational) employment opportunities: advancing equality of opportunity;

- by eliminating discrimination, harassment and victimisation through the implementation of the Council's Equal Opportunities Policy;
- maximising net additional employment and minimisation of employment displacement through the implementation of the jointly agreed LBH/THFC Relocation Strategy;
- through the provision of additional sporting opportunities (through an enhanced Tottenham Hotspur Foundation), the provision of additional high quality open space and public realm;
- through higher profile and improved facilities for the Tottenham Hotspur Foundation to be based at White Hart Lane;
- through the provision of up to 285 new homes;
- through reductions in deprivation and crime as a result of significant public and private investment in area;
- through careful engagement with and strenuous efforts to cater for local religious institutions/faith groups (e.g. the building of a new Kingdom Hall by THFC to facilitate the relocation of Jehovah's Witnesses from their existing Kingdom Hall on Paxton Road); and
- through the consideration of disabled access at all stages of design and the participation of THFC in a Consultative Access Group (CAG) with the National Association of Disabled Supporters (NADS), local Tottenham disabled supporters and local community and disability organisations

Step 4 (Consult on the Proposal): The approved scheme was supported by a Statement of Community Involvement (SCI), which set out THFC's pre-submission consultation activities. Section 1 (Executive Summary) of the SCI summaries these activities, which included two public exhibitions (held in November 2008 and April 2009). The SCI and overall approach to community consultation was devised in consultation with the Council.

Step 5 (Addressing Training): Training opportunities will be improved through NDP planning obligations and £1.5m of Mayoral funding.

Step 7 (Summarise Impacts identified): Young people in particular will benefit from the additional training opportunities. All age groups will benefit from the additional employment opportunities and improved open space and public realm. Disabled people will benefit from improved accessibility to all aspects of the proposals and in particular, the provision of a proportion of wheelchair accessible homes; improved open space and public realm; and an Inclusive Access Strategy. BAME groups in particular will benefit from new employment and training opportunities and also from the targeted work of the Tottenham Hotspur Foundation. Women in particular will benefit from the new employment and training opportunities created by the project. The one religious group most directly affected by the project (Jehovah's Witnesses using a Kingdom Hall on Paxton Road) have been catered for through the provision of a purpose-built Kingdom Hall on the site of the former Park Tavern PH on Northumberland Park. The new Kingdom Hall has been completed and is now in use.

Step 8 (Summarise The Actions To Be Implemented): This refers to any actions that will be implemented to address the issues raised in by the EqIA.

Step 9 (Publication & Sign Off): Along with other key EqIAs carried out by Haringey Council, this EqIA will be published on the Council's website by the Policy, Intelligence and Partnership Unit.

1. Introduction

1.1 This note is intended to enable Haringey Council (the Council) to complete an Equalities Impact Assessment (EqIA) of The London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2010 for the purposes of meeting its obligations under the Section 149 of the Equality Act 2010. This requires the Council to have due regard to the need to:

iv. eliminate discrimination, harassment and victimisation of persons protected under that Act (protected characteristics);

v. advance equality of opportunity for protected characteristics; and

vi. foster good relations between groups who share a protected characteristic and those that do not share that characteristic

For the purpose of the Act, protected characteristics refer to persons or group who share one or more of the following characteristics: Age, disability, ethnicity/race, sex (formerly gender), religion and belief, marriage and civil partnership, pregnancy and maternity, gender reassignment and sexual orientation.

1.2 The Council's Cabinet resolved at a meeting on 16 November 2011 that approval be granted in principle to the use of Compulsory Purchase Order (CPO) powers for planning purposes pursuant to Sections 226 and / or 237 of the Town and Country Planning Act 1990 (as amended) to enable Tottenham Hotspur Football Club (THFC) to carry out the Northumberland Development Project (NDP).

1.3 The CPO is primarily required to complete the assembly of the land required to enable the implementation of the NDP, which in turn, will act as a catalyst for the regeneration of North Tottenham. Although THFC has already acquired approximately 90% of the interests within the Order land (by area), it is seeking control of all interests within the application site boundary in order to implement the planning permission.

1.4 The principal remaining interest to be acquired by the CPO under Section 226 is Archway Steel Ltd.

1.5 Section 237 provides additional powers to supplement compulsory acquisition of land ownership, including an ability to extinguish rights and restrictions preventing any relevant development programme. In the case of the NDP, these rights and restrictions relate to the rights to light claims of the parties identified at in the Schedule of Interests that will accompany the Order..

1.6 In preparing this note, regard has been had to the purposes of an EqIA as set out in the Council's EqIA Service Delivery Template (updated November 2011), which are to:

- Identify whether and to what extent this proposal could produce, disadvantage, or enhance opportunity for any groups with the protected characteristic defined in the Equality Act 2010.
- Establish whether the potential disadvantage is significant enough to call for special measures to remove or reduce the disadvantage.
- Identify and set out the measures that will be taken to remove or reduce the disadvantage.
- Where mitigation measures are not possible, to set out and explain why.
- To ensure that Members are fully aware of the implications the proposal may have for the Council's public sector equality duty before they decide on the proposal.

1.7 The structure of this note is consistent with the Council's Service Delivery Template and draws upon the material submitted within the May 2010 planning and related applications for the NDP.

1.8 Where relevant, reference is made to the Section 106 Legal Agreement and the planning obligations that have been negotiated between THFC and the Council.

2. Step 1: Identify the Aims of the Policy / Service / Function

2.1 The central aim of the NDP is to underpin the long-term future of THFC in this location by providing a new stadium with increased capacity, alongside associated residential, educational, healthcare and retail facilities in order to:

- provide physical regeneration, new jobs, homes, visitors, inward investment and community facilities in an area of severe deprivation;
- meet policy objectives for providing a catalyst for wider regeneration in the Tottenham High Road and North Tottenham area; and
- maximise local benefits of the scheme on match days and non-match days.

3. Step 2: Consideration of Available Data/Research/Information

3.1 The context of the development is of key significance when addressing the potential outcomes for different groups. The socio-economic baseline (paras. 12.3.4 – 12.3.38 of the Society and Economics Environmental Statement (ES) Chapter) includes the following demographic data pertinent to EqIA:

> *"The Northumberland Park ward has a relatively young and ethnically diverse population with over a quarter of residents being under 16 and just under half being under 30. The wider Tottenham area also has a younger age profile than Haringey and London. London's population has continued to become more ethnically diverse since the 2001 Census, and this is magnified in Haringey with Black, Asian and Minority Ethnic (BAME) groups making up an estimated 52% of the population. 38% are black, 6% Asian, 5% Mixed race and 3% other ethnicity (Census, 2001). The population profile of Northumberland Park and Tottenham (east Haringey) is weighted towards younger people, with a lower proportion of residents aged 65+ compared to London (9% compared to 12%), and a higher proportion of people aged under 16 (26% compared to 20%). On average there is a similar proportion of students, retired people, people looking after home / family and permanently sick / disabled people among economically inactive residents in Northumberland Park and Tottenham compared to London. However, the proportion of economically inactive is slightly higher at the local level (Census, 2001)."*

3.2 The sources of population data for the ES and that can be drawn upon for the EqIA can be found in public datasets and survey. Ethnicity, gender, age and religion data is taken from 2001 Census 2001, which holds key information at local spatial levels and this has been supplemented where appropriate by the local authority's own surveys, Census Mid-Year Estimates and Annual Population Survey (although this only provides district-level data). Incapacity Benefit Claimant data has also been accessed via DWP datasets, but again returns only borough-level statistics.

4. Step 3 – Assessment of Impact

4.1 The use of CPO powers in relation to the NDP is considered to have three impacts. The first is upon the wider community whose daily lives will be affected by the completed development. It is considered that there are certain aspects of the development that may have impacts on specific groups:

- disability – the impact of design on accessibility;
- race – the impact of affordable housing provision on target groups; and
- age – the impact of design and housing provision on children and older people.

4.2 This wider community will also benefit from the development in the ways set out either the Planning Statement Executive Summary, which sets out the context for the proposals, the proposals themselves, as well as planning and regeneration benefits that will accrue once the scheme is developed.

4.3 The more narrow impacts will be felt by those parties affected by the provisions of Section 226 and Section 237.

Operational Employment: Advancing equality of opportunity

4.4 As stated in paragraph 1.1 above, advancing equality of opportunity is a part of Section 149 duty under the Equality Act 2010. We describe in this section how the proposed development scheme will fulfil this duty for sections of the population that evidence show are disadvantaged on many indices of life's chances including employment.

4.5 The provision of new jobs through regeneration projects can have significant impacts on equalities target groups (including BAME residents, young people, and women returning to work), potentially offering employment and training opportunities to help address the needs of unemployed or low-skilled residents, of which there are generally a higher proportion in areas of higher deprivation. The London Skills Survey (2002) highlighted the variations in economic status by demographic factors and by qualifications held, identifying that London residents are on average more likely to be unemployed if they hold low levels of qualification, if they have a disability or if they come from a BAME community.

4.6 The local area has high unemployment levels (JSA Claimant Count Data) and low skills attainment (Census, 2001), and the development presents an opportunity for the Club and Council to work with local agencies to improve job prospects for local people in accordance with objectives of Haringey's planning policies and Regeneration Strategy.

4.7 The direct operational employment impacts of the NDP will be an increase of around 100 FTE jobs within THFC in a range of positions, including the shop, museum and management of the Stadium and non-match day events, and 330 additional match day staff, due both to increased capacity and higher levels of catering and hospitality provided (see para. 12.5.2 of the ES).

4.8 There will be further opportunities for employment resulting from non-football use of the stadium seven days per week, through non-match day temporary and part time employment in providing catering and hospitality for conferences and events (see para. 12.5.3 of the ES). In addition, a number of jobs will be created through the development of the foodstore to the north of the proposed redeveloped stadium. Using standard floorspace to jobs ratios, this would provide around 430 FTE jobs (see paras. 12.5.4-5 of the ES).

4.9 The additional employment will primarily be in the retail, hospitality and catering sector. The likely occupational breakdown of jobs in this sector, based on the current structure of the industry in London (Annual Business Inquiry, 2009), compares favourably to the local occupational base. This includes all residents in Northumberland Park (Annual Business Inquiry, 2009), the sought occupations of unemployed residents in Northumberland Park (JSA Claimant Count data), and the residents of the inner and wider impact areas.

4.10 There will be a very good fit, therefore, between the large number of entry level jobs in the new development and the types of jobs local unemployed people are looking for.

4.11 Any retail, leisure or restaurant floorspace to be provided as part of the proposed development can also be important for local employment as it provides many opportunities that are suitable for people without high level qualifications.

4.12 As well has having a close occupational fit with the local labour market, retail employment in London tends to have a strong local travel to work catchment. The most recent available data shows that around 13% of jobs in Northumberland Park are taken by residents of the ward, 32.5% by residents of the inner impact area (which includes the surrounding wards of Seven Sisters, St Ann's, Tottenham Green, Tottenham Hale, Bruce Grove, West Green, White Hart Lane, and Upper Edmonton) and 53% by residents of the wider impact area (London as a whole) (Census, 2001). GLA data[1] shows that of retail jobs in London 43% are taken by residents of the same Borough, compared to a 30% of all jobs, with higher proportions outside the West End and central London. It is outlined in the ES (para. 12.5.19) that local employment penetration of the retail jobs is expected to be significantly higher than the current average in the ward with up to 20% of jobs taken by residents of Northumberland Park ward, 50% by residents of the inner impact area and 80% by residents of the wider impact area, covering the boroughs of Haringey and Enfield.

4.13 Such employment is, therefore, particularly likely to benefit local residents, and as such a significant proportion of equalities target groups, for example the high proportion of BAME residents who live locally in deprived areas. In addition, research by the GLA[2] found that retail jobs in London go disproportionately to a number of key equalities target groups, including young people, women and BAME people. For example, 20% of people working in retail in London are in the 16-21 age group, compared to only 4% in the London economy generally, underlining the importance of retail as a route into work and a first job for many people. Since younger people are disproportionately represented in Northumberland Park compared to London, the provision of these type of job opportunities may be of significant benefit to this equalities target group. The same trend can be seen for people from BAME communities who make up around 35 per cent of the retail workforce compared to 20 per cent in the rest of the London economy. This means that the retail sector can play a very important role in addressing some of London's most pressing problems of worklessness and the regeneration of deprived areas and for addressing the needs of equalities target groups.

[1] GLA (2005) Retail in London Working Paper B: Retail and Regeneration
[2] Mayor of London (2006) Working Paper E: Retail in London

4.14 The 'London Divided' report by the Mayor of London suggests that black and minority ethnic Londoners account for 28% of London's working age population, but 45% of those are unemployed.[3] The 'gateway role' of the retail sector can provide part-time, flexible working for local residents, often those most at risk of exclusion from the labour market. In addition, the retail sector employs more ethnic minorities than the average for all industries both in London and at a National level. At the national level, ethnic minorities make up 9% of the retail workforce.[4]

4.15 These sectors typically have a strong focus on local recruitment programmes followed by clear internal training programmes and promote progression from entry level jobs to supervisory and management roles, particularly in larger retail / supermarket units. The employment structure of the sector is well suited to the area with jobs split roughly 50:50 between part and full time, around 70% of jobs at entry level and around 30% at managerial level, allowing good opportunities for career development[5]. Part-time jobs can be specifically beneficial to equalities target groups, for example offering suitable routes back in to work for women returning from maternity leave.

Eliminating discrimination, harassment and victimisation

4.16 In terms of operational employment legislation, The Equality Act 2010 makes it unlawful to discriminate against employees, jobseekers or trainees on the basis of any of the protected characteristics outlined in paragraph 1.1 above. Section 149 of the Act imposes a proactive duty to eliminate discrimination, harassment and victimisation. The Council's Equal Opportunities Policy commits it to use its influence on the people it does business with to ensure that they embrace the spirit of the policy and strive to uphold this duty in their delivery employment and services. In regard to this development scheme, the Council will work with the relevant agencies involved to ensure that this will be the case.

Net Additional Employment and Displacement

4.17 For relocations, 50% of jobs will be relocated to the wider impact area, slightly higher than that reported for Olympic relocations on the basis that employment in N17 studios and parts of the High Road often serves local markets or is involved in local public service or voluntary sector provision and therefore is more likely to relocate locally (para. 12.5.11 of the ES). It has also been estimated that approximately half of this will be within Tottenham / East Haringey (para. 12.5.11 of the ES). As such, the local economy would not be significantly disadvantaged in terms of the loss of SMEs and the GVA they bring to the local area, and the opportunities for employment. These assumptions are based on the *Lower Lea Valley Olympic and Legacy Planning Applications, Appendix 6 to the Environmental Statement (Relocation Strategy) produced for the LDA (2006).*

4.18 In addition, for displacement of retail activity, levels of displacement of 21% and 38% respectively for the inner and wider impact areas based on Table 4.4 of the English Partnerships' Additionality Guide, which identifies these levels of displacement for "immediately adjacent areas" and "the district level" respectively (para. 12.5.12 of the ES).

4.19 THFC agreed a relocation strategy with the Council in September 2008, which it has been implementing since. As at May 2010, approximately 90% of the N17 Studios has been demolished. With the exception of two commercial tenants who have retired, the Club has successfully relocated the sixty tenants to premises elsewhere primarily within Tottenham or Haringey. The only party with whom agreement has not yet been reached is Archway Steel Ltd.

Tottenham Hotspur Foundation

4.20 The Tottenham Hotspur Foundation (THF), currently based at the stadium, works with a wide range of partners including central and local government departments, schools, colleges, businesses and charitable trusts to design programmes that engage with all sections of the community to provide sports, health, training and education programmes in an area of significant deprivation with a high proportion of disadvantaged equalities target groups.

[3] Mayor of London (2002) London Divided: Income inequality and poverty in the capital
[4] Mayor of London (2006) Working Paper E: Retail in London
[5] Skillsmart Retail (2008) Regional Background Brief - London

4.21 The development will provide THF with opportunities to provide higher profile, multi-purpose 'walk-in' facilities that can be shared with partner agencies such as the PCT and will offer expanded education and training facilities. It will also be responsible for the management of the new multi-functional public space on the south podium. As such, it can offer significant benefits to community groups by offering open access to all members of the public and offer significant opportunities for younger people as part of partnerships built with local schools that can lead towards pathways for employment in the local area.

4.22 The NDP offers the opportunity for THF to bring its main operations together in one high profile location that has a front door to the local community via the southern pedestrian route from the High Road to Worcester Avenue.

4.23 The Regeneration Strategy (para. 1.46) draws on research that considers that the redevelopment of stadia can help deliver on a wide range of social agendas including health, sports participation, social inclusion, education and crime reduction[6].

4.24 As such, THF can ensure that it continues to target its activities to address the needs of traditionally excluded groups, building on its work with looked after children, disabled young people, and black and minority ethnic and faith communities. THFC has committed space in the proposed development to continue to address the needs of all generations in the local area including older people as well as children and families.

4.25 THFC and the Council have agreed planning obligations whereby THF must consult with the Council to align its programmes and strategies with those of the Council. THF will develop and implement a programme of activities on the south podium to promote educational attainment, support social inclusion and encourage increased participation in sports and leisure activities among young people and families. THF will also be able to make use of appropriate facilities within the stadium to assist in the implementation of its programmes and objectives and this will include the hosting of educational visits both during the construction and operational phases of the stadium.

Provision of New Homes

4.26 The original NDP approval makes provision for up to 200 residential units that are indicatively broken down into 56 1-bedroom flats, 56 2-bedroom flats, 49 3-bedroom flats, and 39 4-bedroom flats and townhouses.

4.27 A revised scheme for the southern element of the project has been approved and makes provision for up to 285 residential units that would be provided as either 1-bed and 2-bed accommodation. Whilst this proposal is again submitted in outline only, it was noted during consideration of the original scheme that the NDP proposal, and specifically the proximity of the southern element to a football stadium, is less well suited to family homes and that this, together with the market for larger apartments in the current climate, is the justification for the mix that is currently anticipated.

4.28 It is anticipated at this stage that all of the units proposed will be available on the open market, although the broad tenure mix is still subject to ongoing discussions between the Football Club, the LPA and the Mayor of London.

4.29 At least 10% of the new homes will be either wheelchair accessible or readily adaptable for wheelchair use.

Deprivation and Crime

4.30 Tackling deprivation by closing the gap between the most deprived neighbourhoods and the national average is a focus of national and regional policy. This is especially the case in areas that rank amongst the 10% most deprived in England on the Government's Index of Multiple Deprivation (IMD), with concentrations of low income, unemployment, poor health, poor educational attainment, poor housing conditions, high crime and poor living environments. Multiple deprivation blocks the routes out

[6] Football Foundation (2006) Football and its Communities: Final Report

of poverty and deprives the economy of workers, customers, entrepreneurs and taxpayers, with additional costs arising from higher unemployment, poor health and high crime rates. As such, the problem bears unequally on different groups in society, with people from ethnic minorities and young people disproportionately likely to live in deprived neighbourhoods and experience negative living conditions. This is set out in para. 12.3.19-21 and Figures 12.6-7 of the ES.

4.31 In addition, the incidence and perception of crime is considered an issue for equalities target groups as there may be a risk that equalities target groups, for example BAME communities, are disproportionately more likely to be victims of crime (Haringey's Safer for All Strategy, 2008, referenced at 12.3.24 in the ES). It is noted that the local area has higher than average recorded crime rates (ES, para. 12.3.22), and the impact of crime can be compounded by the prevalence of deprivation.

4.32 Though a new stadium increases the number of people attending, this does not necessarily correlate to an increase in crime, and a larger stadium can broaden the range of fans attending and allow more room for family or corporate areas. Indeed the more modern design and layout will allow for improved crowd management.

4.33 As crime in an area is affected as much by underlying social factors as the physical environment, it is not possible to provide a quantified assessment of the impact of a development project on crime. It is worth noting, however, that the Metropolitan Police, the British Transport Police and CABE all supported the approved scheme.

4.34 The project provides a wide range of uses that will animate the newly created public areas and provide an enhanced level of natural surveillance. The provision of high quality and well-maintained public space with increased activity in terms of footfall generated by residential and commercial uses will add to the increased perception of safety and reduced fear of crime. The public spaces in the development will be well lit; overseen by CCTV and incorporate the principles encompassed in the Metropolitan Police's "Secured by Design" initiative, as well as incorporating required anti-terrorism measures.

4.35 A number of elements have been included in the design to ensure that the site is safe for users. The boundary to the stadium will be secure, and where this cannot be achieved using building lines or walls, bollards are proposed as the most efficient way of maintaining a barrier but ensuring that the anticipated pedestrian flows are not restricted. The site will also be covered by CCTV seven days a week to give comfort to users and to enable efficient management of the site. Safe use of the site will be made possible in the evenings and at night by ensuring that there are sufficient levels of lighting across the public realm.

4.36 These measures will aim to ensure a well-designed, active environment that will discourage the act of crime and improve public perceptions of safety, which can have a significant impact for equalities target groups who are at present disproportionately affected by crime and deprivation.

Sport, Open Space and Public Realm

4.37 The *Strategic Review of Health Inequalities in England*[7] highlighted that people living on a low income in deprived urban areas are more likely to experience worse health and be less physically active. Further research by CABE[8] notes that some of the most acute effects of deprivation are felt by black and minority ethnic communities living on a low income in urban areas, with the poor quality of their local environment having a considerable impact on health and wellbeing. It notes that people living in deprived urban areas recognise and appreciate the value of local public open spaces, but they underuse the spaces that are most convenient because the spaces are often of poor quality and feel unsafe. This study concluded that only 1% of those living in social housing reported using the public open spaces on their own estates and the biggest barriers to doing so were found to be fear about personal safety, a lack of facilities and poor quality environments.

[7] The Marmot Review (2010)
[8] CABE (2010) Community Green: Using Local Spaces to Tackle Inequality and Improve Health

4.38 Barriers to using public open spaces were related to ethnicity in this CABE study, including feelings of insecurity due to the fear of personal attack or racism; exclusion due to the domination of a space by a particular group; and the presence of dogs (dog fouling or fear of dogs). In addition poor design such as high perimeter walls blocking views in and out, heavy vegetation and lack of lighting made a place feel unsafe, as well as inadequate maintenance and management leading to vandalism, litter, graffiti and evidence of drug use.

4.39 As such, access to well-maintained, accessible, high quality open space can have a positive impact on people's propensity to interact and undertake physical activity, especially where it can redress social inequalities in the propensity to use space.

4.40 Table 12.6 of the ES contains a comparison of sports facilities provision in the Council's Open Space and Sports Assessment Supplementary Planning Document (SPD) (2008) with provision as of March 2010. The ES considers the likely impact of the additional residents created by the approved scheme and concludes that, for all facilities with the exception of tennis courts (where provision is already slightly below Borough standards) provision will remain within the appropriate standards set out in the SPD. The impact of the new population will, therefore, be negligible.

4.41 In terms of open space and public realm provision within the wider scheme, the ES notes (para 12.5.58) that access requirements for the enhanced stadium require large amounts of circulation space on match days, which offer a major opportunity to directly address the existing open space deficiencies in the area on non-match days and provide a significant enhancement in the streetscape and environment.

4.42 In terms of open space and public realm provision within the housing element of the scheme, the Council's Housing SPD (2008) states that for non-family or flatted developments, communal open space provided for the exclusive use of occupants of the development may be acceptable as long as its location, size and shape enable it to be enjoyed by the occupants. Layout is submitted for approval as part of this outline application, which means that the location, size and shape of external space can be confirmed and does provide for the enjoyment of it by future residents.

4.43 The SPD states that the minimum area for useable communal space is 50m², plus 5m² per additional unit over five units. By this calculation 1,450m² is required from the proposed maximum of 285 units, and 2,900m² is identified on the submitted plans for this purpose.

4.44 The LPA's Housing SPD states that new residential development of 5 units and over should make a contribution towards children's play space, and the Mayoral SPD suggests that 10m² of play space per child. Notwithstanding the nature of accommodation to be provided within the proposal and the number of children that it might accommodate, the application is in outline and matters such as children's play space are considered more appropriate for consideration at the detailed design stage.

4.45 In the context of a major open space deficiency outlined in policy and baseline research, the scheme will have a major beneficial effect at the local level (para 12.5.66 of the ES). In addition to the amenity benefits provided by the investment in new buildings, the retained listed buildings and the public realm they will also contribute to maximising economic benefits. Given the propensity for deprived communities and ethnic minorities to be disproportionately affected by under provision (quantity and quality) of open space, the provision here is expected to provide social inclusion benefits to all minority groups.

Local Religious Institutions / Faith Groups

4.46 There are two churches (one Catholic, one Church of England) in close proximity to the proposed development, and a Church of England school immediately adjacent. The Club is committed to an ongoing dialogue with both places of worship about mitigating any negative impacts of matters such as traffic, accessibility, parking and street cleaning, as well as engaging with them so that the work of the Foundation and other benefits can be brought to local schools and their parishioners.

4.47 The site contains an existing Kingdom Hall on Paxton Road, but planning permission for a new Kingdom Hall on the site of the former Park Tavern Public House at Park Lane / Sherbourne Road was granted on 20 January 2010. The building has been completed and the Jehovah's Witnesses have relocated to it.

Disabled Access

4.48 The Club appointed an Access Consultant at the masterplanning stage of the scheme to ensure that access for the disabled was embedded across the scheme. This commitment to inclusive design has also been demonstrated by the creation by the Club of a Consultative Access Group (CAG) with representatives from the National Association of Disabled Supporters (NADS), local Tottenham disabled supporters and local community and disability organisations. The Tottenham Hotspur FC management team are part of CAG (including Community Relations, Health & Safety and the Disability Liaison Officer) to ensure that suitable policies, procedures and practices can be developed and incorporated into management plans.

4.49 This engagement resulted in changes in the design to improve accessibility, including the provision of additional lifts beside each of the proposed external staircases in the public realm. The role, function and terms of reference for this Consultative Access Group, including the agreement of an Inclusive Access Strategy, have been secured through either an appropriate planning condition or S.106 planning obligation.

4.50 The IAS will be on an ongoing 'living' document that clarifies access/inclusive provision and is updated at post-planning at building control stages to inform the basis of a handover document on completion encapsulating management provision.

Section 226 & Section 237 Parties

4.51 In the event that CPO powers are implemented under Section 226, Archway Steel Ltd is the only interest where a business is still running from the premises and which will have to secure alternative premises, which will clearly be an inconvenience in the short term. THFC is aware of a number of alternative premises elsewhere in the Borough that would be suitable and, having regard to quality of the current accommodation and the access and servicing arrangements available, alternative premises may actually be operationally beneficial to the business in the long term. Other interests to be acquired under Section 226 are either vacant land or property rights.

4.52 In the event that Section 237 is used to extinguish rights to light claims over the proposed development, then those rights holder, whilst not having the ability to make rights of light claims at a point in the future, would be compensated.

Fostering Good Relations In Society

4.53 To comply with the Section 149 duty of the Equality Act 2010, the Council has to demonstrate due regard to all the three elements of that duty:

- eliminate discrimination;
- advance equality of opportunity; and
- foster good relations.

4.54 There are several ways in which the scheme will foster good community relations.

4.55 The development itself will represent a significant investment and therefore a significant vote of confidence in the area and its future. This will be reinforced by the proposed investment of both the Council and the Mayor of London. It is widely agreed that the implementation of the NDP will lead to the wider regeneration of the area, particularly through improvements in the physical fabric, improved housing and new employment opportunities, all of which will make a contribution towards reducing levels of deprivation, reducing prejudice between people from different backgrounds and therefore improving community relations.

4.56 The NDP will include a significant amount of new public space that on non-match days will be publicly accessible and available for a range of community uses.

4.57 One of the key components of the NDP is the incorporation of higher quality, higher profile offices and facilities for the Tottenham Hotspur Foundation. The Foundation uses sport and in particular, football as a vehicle to create life changing opportunities for children, groups and individuals within communities. The Foundation already has a longstanding and extremely effective role in anti-discrimination and community cohesion initiatives such as 'Kick Racism out of Football'; 'Give Racism the Red Card'; 'International Women's Day Celebrations'; 'Holocaust Memorial Day Celebrations'; and 'Black History Month'. The Foundation has worked with the Council and has supported these events in various ways over many years.

4.58 In conjunction with the Premier League, the Club implements the 'Kickz' programme in the area, which is aimed at using football to bring communities together and engage with young people. The Club also runs initiatives such as the 'Spurs Learning Centre', which brings together youngsters from local schools and from a variety of ethnic backgrounds to learn about computer and information technology. The continued presence of the Club in the area and the strengthening of the Foundation's presence should serve to foster better community relations.

5 Step 4: Consult on the Proposal

5.1 The approved scheme was supported by a Statement of Community Involvement (SCI), which set out the THFC's pre-submission consultation activities. Section 1 (Executive Summary) of the SCI summaries these activities, which included two public exhibitions (held in November 2008 and April 2009). The SCI and overall approach to community consultation was devised in consultation with the Council.

5.2 In consultation with the Council's Translation and Interpreting Services team, the first exhibition material was translated into five languages (Albanian, French, Polish, Somali and Turkish) and translations thereafter were made available on request.

5.3 Section 2 of the SCI describes the context and objectives of the community consultation exercise. Section 3 describes the strategy in detail and Section 4 sets out the Club's post-submission activities which have included a further exhibition held in June 2010 to ensure local people were aware of the most up to date plans and able to provide informed comment to Haringey Council as part of the statutory consultation process. Section 5 lists the key meetings held with stakeholders and interested parties. Representatives of the Club sought to make themselves available for meeting requests, even with objecting parties where the prospect of reaching common ground seemed remote. Section 6 describes how the Club kept the Council informed of its community consultation activities and Section 7 and 8 summarise the feedback received. Section 9 summarises responses to the Council's statutory consultation process associated with the October 2009 applications (now withdrawn) and Section 10 how the Club has responded to consultation feedback.

6. Step 5: Addressing Training

6.1 The NDP Regeneration Strategy contains the following three themes, as set out at Part 2 of the document:

- A comprehensive mixed-use redevelopment;
- A Northumberland Development Regeneration Programme; and
- The Northumberland Park Improvement Plan

6.2 The Section 106 Legal Agreement attached to the planning permission gives effect to a number of specific strategies within these strands and the principle of the following obligations is agreed between the two parties:

- THFC must support the Haringey Guarantee programme by procuring that the activities of the THFC Foundation are aligned with the programmes of the Haringey Guarantee and that the training and career development arrangements of the contractors and end users of the

development reflect its priorities and broader objectives. For example, this may include the provision of direct financial support for job brokerage, support for Haringey's Families into Work programme and/or the establishment of a number of non-footballing apprenticeships;

- THFC must liaise with the Council and local training agencies to identify employment opportunities and training needs within the development and secure equivalent commitments from the contractors appointed to carry out the development;

- THFC must work with the Council and other partners to target that 80% of net additional jobs within the new development are made available to residents of the local area as defined at in the first instance; and

- THFC must advertise supply chain opportunities to local businesses, which for example may include the publication of a web newsletter and the holding of workshops to inform and show local businesses how to get local contracts.

7. Step 6: Monitoring Arrangements

7.1 The Section 106 Legal Agreement contains monitoring provisions to ensure that the obligations are complied with and the intended regeneration outcomes achieved. In agreeing these monitoring provisions, regard was had to the Council's own equalities monitoring policy.

8. Step 7: Summarise Impacts identified

Age

8.1 Young people in particular will benefit from the additional training opportunities. All age groups will benefit from the additional employment opportunities and improved open space and public realm.

Disability

8.2 Disabled people will benefit from improved accessibility to all aspects of the proposals and in particular, the provision of a proportion of wheelchair accessible homes; improved open space and public realm; and an Inclusive Access Strategy.

Race

8.3 BAME groups in particular will benefit from new employment and training opportunities and also from the targeted work of the Tottenham Hotspur Foundation.

Sex

8.4 Women in particular will benefit from the new employment and training opportunities created by the project.

Religion or Belief

8.5 The one group most directly affected by the project (Jehovah's Witnesses using a Kingdom Hall on Paxton Road) have been catered for through the provision of a purpose-built Kingdom Hall on the site of the former Park Tavern PH on Northumberland Park. The new Kingdom Hall has been completed and is now in use.

Sexual Orientation

8.6 The proposals will not discriminate on grounds of sexual orientation.

Gender Reassignment

8.7 The proposals will not discriminate on grounds of gender reassignment.

Marriage & Civil Partnership

8.8 The proposals will not discriminate on grounds of marriage or civil partnerships.

Pregnancy & Maternity

8.9 The proposal will not discriminate against pregnant women.

9. Step 8: Summarise The Actions To Be Implemented

9.1 The NDP Regeneration Strategy contains the following three themes, as set out at Part 2 of the document:

- A comprehensive mixed-use redevelopment;

- A Northumberland Development Regeneration Programme; and

- The Northumberland Park Improvement Plan

9.2 The Section 106 Legal Agreement attached to the NDP planning permission gives effect to a number of specific actions within these strands and the principle of the following obligations is agreed between the two parties:

- THFC must support the Haringey Guarantee programme by procuring that the activities of the THFC Foundation are aligned with the programmes of the Haringey Guarantee and that the training and career development arrangements of the contractors and end users of the development reflect its priorities and broader objectives. For example, this may include the provision of direct financial support for job brokerage, support for Haringey's Families into Work programme and/or the establishment of a number of non-footballing apprenticeships;

- THFC must liaise with the Council and local training agencies to identify employment opportunities and training needs within the development and secure equivalent commitments from the contractors appointed to carry out the development;

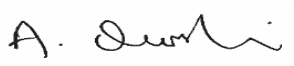
- THFC must work with the Council and other partners to target that 80% of net additional jobs within the new development are made available to residents of the local area as defined at in the first instance; and

- THFC must advertise supply chain opportunities to local businesses, which for example may include the publication of a web newsletter and the holding of workshops to inform and show local businesses how to get local contracts.

10. Step 9: Publication & Sign Off

10.1 Along with other key EqIAs carried out by Haringey Council, this EqIA will be published on the Council's website by the Policy, Intelligence and Partnership Unit.

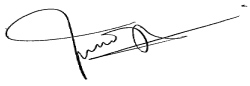
Assessed by (Author of the proposal):
Name: Abdul Qureshi
Designation: Property Consultant



Signature:
Date: 28th February 2012

Quality checked by (Policy, Equalities and Partnerships Team):
Name: Inno Amadi

Designation: Senior Policy Officer



Signature:
Date: 29 February 2012

Sign off by Directorate Management Team:

Name: Dinesh Kotecha
Designation: Head of Corporate Property Services

Signature:
Date: 9th March 2012

APPENDIX 4 – STATEMENT OF REASONS FOR THE CPO (DRAFT)

The London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012

Town and Country Planning Act 1990
Acquisition of Land Act 1981

STATEMENT OF REASONS (DRAFT)

DRAFT 5 (05 MARCH 2012)

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APPENDICES [not in order]

The Appendices to this Statement of Reasons will be added to the final hard copies of this document and they will also be available on the Council's website (haringey.gov.uk).

X. THFC BRIEF FOR STADIUM REDEVELOPMENT

X DRAFT DECISION NOTICES FOR PLANNING PERMISSION; CONSERVATION AREA CONSENT; LISTED BUILDING CONSENT

X. APPLICATIONS FOR STOPPING UP ORDERS

X. APPLICATIONS FOR ROAD CLOSURE ORDERS

X. ORDER PLAN

X. DESCRIPTION OF THE ORDER LANDS

X. EXISTING PLANNING PERMISSIONS

X. PLANS OF THE SCHEME

X. SUMMARY OF EQUALITIES IMPACT ASSESSMENT

X. INDEMNITY AGREEMENT BETWEEN LBH & THFC

X. OTHER DOCUMENTS RELATING TO IMPLEMENTATION

X. KEY MILESTONES FOR IMPLEMENTATION OF THE SCHEME

X DESRCRIPTION OF QUALIFYING INTERESTS NOT UNDER THFC OR LBH CONTROL OR IDENTIFIED AS HIGHWAY LAND

X PLAN DEPICTING QUALIFYING INTERESTS

X LBH/THFC JOINT RELOCATION STRATEGY

X SCHEDULE OF RELEVANT PLANNING POLICY AND GUIDANCE

X PLAN INDICATING TRANSPORT LINKS

X ORDER LAND PLANNING HISTORY

X SCHEDULE OF PLANNING POLICY AND GUIDANCE

X PUBLIC ACCESS MANAGEMENT PLAN FRAMEWORK

X SOS REFERRAL LETTER

1.0 INTRODUCTION

1.1 This is the Statement of Reasons of the London Borough of Haringey for the making of the London Borough of Haringey (Northumberland Development Project) Order 2012 ("the Order"). It is produced in accordance with paragraph 35 and Appendix R of Circular 06/2004 (Compulsory Purchase and the Crichel Down Rules).

1.2 The "acquiring authority" for the purposes of this Statement of Reasons (SOR) is London Borough of Haringey ("LBH") using its powers under S.226 of the Town and Country Planning Act 1990 (as amended by S.99 of the Planning and Compulsory Purchase Act 2004).

1.3 The Order is to be made under section 226 (1) (a) of the Town and Country Planning Act 1990 (" the 1990 Act") as amended, as the Council have given careful consideration to all relevant issues and are of the view that the proposed acquisition will:

1.3.1 facilitate the carrying out of development / redevelopment or improvement on or in relation to the land; and

1.3.2 contribute to the promotion and improvement of the economic, social and environmental well-being of the Borough, for the reasons set out in Section 3.

1.4 The schedule to the Order lists owners, lessees, occupiers and tenants of the Order Land, in addition to other parties with a qualifying interest, where known. It is intended that unless acquired by private treaty negotiations, all land and rights within the Order Land (including but not restricted to, those scheduled in the Order) will be acquired by the Council pursuant to the Order. Where appropriate, the Council will consider the grant of equivalent or alternative rights to the current beneficiaries of rights of way if reasonably required for the continued enjoyment of the property benefiting from the right. Various restrictive covenants that affect the titles that make up the Order Land have also been identified in the schedule.

1.5 It is further intended that any neighbouring rights of light that are affected by the proposals are commuted to a compensatable interest in accordance with S.237 land appropriation powers that the Council will be exercising once the Order land is acquired. The use of S.237 powers will be subject to a formal resolution by the Council's Cabinet.

1.6 Following confirmation of the Order, the Council will either serve Notice to Treat followed by Notices to Enter and / or execute a General Vesting Declaration, the result of which will be to vest the Order Land in LBH Council.

1.7 This Statement of Reasons is as comprehensive as possible (as required by para 35 of Circular 06/2004) with the intention that it forms the basis of the acquiring authority's Statement of Case for the purposes of the Rule [X] of the [X] Inquiries Procedure Rules. To simplify the documentation and avoid duplication,

additional information referred to in this SOR is either appended or cross-referenced to other relevant documents, primarily the suite of planning applications and other related applications and consents .

1.8 The remainder of this section provides an overview of the purposes of the Order and lists the content of the following sections.

1.9 The purpose of this Order is to enable LBH to acquire the land and interests within the Order Land that it has not been possible to acquire by agreement and that are required to facilitate the Northumberland Development Project ("NDP"). The background to the NDP is set out in Section 2 and the proposals are described more fully in Section 7.

1.10 In brief NDP is a phased, comprehensive regeneration scheme centred on the catalytic redevelopment of the existing White Hart Lane football stadium to provide a new 56,250 seat stadium; up to 200 new homes; foodstore; hotel; Club 'megastore' and museum; new offices for the Tottenham Hotspur Foundation; and associated public realm improvements. This project forms the first and catalytic stage of the regeneration of part of the wider area of North Tottenham.

1.11 Tottenham Hotspur Football Club (THFC) have obtained the planning permissions and related listed building consents and conservation consents necessary to implement the stadium redevelopment and have entered into a Section 106 legal agreement to deliver a range of related planning obligations. Copies of the decision notices for relevant permissions and consents are in Appendix 1, and further background and a summarised planning history are provided in sections 2, 9 and **Appendix X.**

1.12 The Order Land is situated within Northumberland Park Ward in the northern eastern corner of the LBH (described more fully at Section 3). Briefly, the Order Land is an area of 11.5ha (28.5acres) bounded to the north by Northumberland Park; to the east by Worcester Avenue; to the south by Park Lane; and to the west by High Road, including land up to the centre line of these roads. Although, centred on White Hart Lane Stadium, it includes surrounding land premises currently in commercial, industrial and residential uses.

1.13 North Tottenham and in particular Northumberland Park Ward is in need of significant regeneration. Both LBH and THFC believe that the new stadium and related development will provide a catalyst of sufficient size to make a long lasting, positive regeneration impact on the immediate locality and wider area. The statutory development plan allocates White Hart Lane Stadium and adjoining land for stadium expansion and supporting uses, recognising the potential of such a scheme not only to meet the Club's needs but to serve as a catalyst for the regeneration of the wider area.

1.14 The principle of a mixed-use development of this kind, centred upon an enlarged stadium, serving as the focus for wider regeneration in North Tottenham, is embodied in the UDP, is supported by the London Plan and a range of adopted or emerging regeneration strategies and other planning policy documents. The scheme has wide support from all of the principal stakeholders with an interest in the scheme, relevant government departments, the local community and the wider public.

1.15 THFC has been assembling the land it requires to implement the NDP by private treaty since 2006 and have taken an active part in identifying alternative premises for displaced businesses. THFC has been unable to reach agreement with the last few remaining owners of these interests by private treaty, but will continue to negotiate with these owners in parallel with the CPO process in an attempt to acquire by agreement. The majority of the land is now under the ownership or control of TFHC.

1.16 The Order Land has been the subjected to a formal referencing exercise. The table at **Appendix X** identifies qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981. It does not indicate, however, that all of the stated interests remain to be acquired compulsorily, as THFC has in many instances agreed terms with owners and occupiers to either acquire these interests and/or facilitate relocation away from the Order Land. The corresponding plan at **Appendix X** identifies where these interests are.

1.17 The Order Schedule also identifies those parcels of land that are either owned by LBH or are LBH highway land.

1.18 The Secretary of State recognises in Circular 06/04 (Paragraph 24) that there are situations where it is appropriate to make a compulsory purchase order at the same time as seeking to purchase land by agreement.

"Before embarking on compulsory purchase and throughout the preparation and procedural stages, acquiring authorities should seek to acquire land by negotiation wherever practicable. The compulsory purchase of land is intended as a last resort in the event that attempts to acquire by agreement fail. Acquiring authorities should nevertheless consider at what point the land they are seeking to acquire will be needed and, as a contingency measure, should plan a compulsory purchase timetable at the same time as conduction negotiations. Given the amount of which needs to be allowed to complete the compulsory purchase process, it may often be sensible for the acquiring authority to initiate the formal procedures in parallel with such negotiations. This will also help to make the seriousness of the authority's intentions clear form the outset, which in turn might encourage those whose land is affected to enter more readily into meaningful negotiations."

1.19 The Council is satisfied that THFC has made reasonable attempts to acquire outstanding interests by private treaty, including assisting business occupiers to relocate, including identifying alternative premises. The Council has made the Order to ensure that the acquisition of the outstanding interests required to enable the implementation of the scheme will be possible. Discussions will, however, continue with owners of the relevant interests, to seek to acquire the land by agreement, with a view to limiting the number of interests which need to be compulsorily acquired.

1.20 The Council recognises that a compulsory purchase order can only be made if there is a compelling case in the public interest (paragraph 17 of Circular 06/04) which justifies the overriding of private rights in the land

sought to be acquired. It is considered that a clear and compelling case exists in this instance, as described in sections 3,4,5,6,7,8,9 and 11 of this Statement of Reasons set out below.

1.21 The remainder of this Statement of Reasons is set out as follows:

1.21.1 Section 2 describes the background against which this Order has been made;

1.21.2 Section 3 describes the Order land;

1.21.3 Section 4 identifies the legal powers under which this Order is made;

1.21.4 Section 5 describes the purpose for making the Order;

1.21.5 Section 6 sets out the acquiring authority's justification for exercising its compulsory purchase powers;

1.21.6 Section 7 describes the Proposals (the NDP) for which the Order land is required;

1.21.7 Section 8 summarises how THFC intends to fund the acquisition of remaining interests and the development for which the Order Land is required;

1.21.8 Section 9 sets out the planning permission by reference to the development plan, material planning considerations, extant planning consents and relevant planning history;

1.21.9 Section 10 sets out the special considerations affecting the Order land;

1.21.10 Section 11 provides details of views expressed about the proposals by Government departments;

1.21.11 Section 12 sets out additional information that is relevant to the making of this Order;

1.21.12 Section 13 provides details of the Orders that are related to this Order, including Traffic Regulation Orders, Stopping Up Orders and Road Closure Orders;

1.21.13 Section 14 describes the relationship between the Order and the Human Rights Act 1998 (Section 14); and

1.21.14 Section 15 provides a summary of the Equalities Impact Assessment ("EqIA") which meets the requirements of S.149 of the Equalities Act 2010; the full EqIA in support of the Order is attached at **Appendix X**.

2.0 BACKGROUND

2.1 Tottenham, which has its own distinct history and identity, was a separate borough until it became part of Haringey in 1965. Today, Tottenham is characterised by an ethnically diverse and young population.

2.2 By most measures, the Order Land and the area around it is in acute need of regeneration. It is an important location for investment and development, lying at the metropolitan end of the Peterborough-Stansted-London Growth Corridor, identified as a focus for nationally important economic growth since 1994.

2.3 LBH is of the opinion that the NDP is the key element and driver of the regeneration of the immediate locality, in particular Tottenham High Street Regeneration Corridor and Northumberland Park Ward (the "Inner Impact Area"). This is the first stage and catalyst in the regeneration and increased development of wider areas in north London and the Upper Lee Valley (the "Wider Impact Area"). This view is supported by the GLA as strategic planning authority for London.

2.4 The local area has high levels of income and employment deprivation, with high unemployment and relatively low economic activity levels of residents, along with a relatively low level of skills attainment and high level of health deprivation. The wider Tottenham area accounts for approximately half the population of Haringey but nearly all of the deprivation.

2.5 Alongside this, Haringey has a significantly high ethnic diversity, low skills attainment and high unemployment, due to a manufacturing sector which has been in significant decline for over 30 years. Even during the early 2000s when the property market was strong, private sector regeneration investment was minimal in this area and development limited.

2.6 Tottenham Hotspur Football Club (THFC) has been located at White Hart Lane for over one hundred years. It is at the heart of the social and cultural life of the area and contributes significantly to the local economy and local community, particularly through the activities of the Tottenham Hotspur Foundation.

2.7 The Tottenham Hotspur Foundation is a registered charity using sport and football in particular to improve the quality of life for young, disadvantaged people in local communities. It runs a range of specialist programmes tackling key social issues, for example improving achievement in education, building community cohesion, promoting healthy lifestyles and supporting people with disabilities.

2.8 It receives full backing and financial support from the Football Club, a total of £4.5 million already having been donated by the Club. The Foundation employs over 100 full and part time staff running a range of tailored programmes across North London and beyond. Some of the examples of the Foundation's work is outlined below:

2.8.1 Outreach – the key element of the Foundation's work is its outreach work, where they go out into the community with trained coaches, educators and mentors to reach a wide variety of local youngsters. These activities take place directly in the estates, schools, colleges, sports pitches and open spaces where people live and play.

2.8.2 Engagement – the Foundation use the Club's players, brand and facilities as a magnet to draw people into activities that they would otherwise ignore. Working with children and young adults, the projects are designed to encourage healthy lifestyles, increase educations attainment levels in core subjects like Maths and English and promote alternatives to anti social behaviour.

2.8.3 Delivery – the Foundation develops and implements a range of tailored programmes often in partnership with others including local authorities, national charities, local groups, the police and schools. A total of 65 separate programmes are currently running, 25 of which are active in the Borough of Haringey. In the last 12 months, these programmes have provided approximately 500,000 sporting opportunities.

2.9 The Foundation currently has offices and a small IT suite/library area split across two locations at the stadium. Access is derived through the security gates on Bill Nicholson Way and its physical profile does not match the high profile or impact of its community work.

2.10 The current White Hart Lane stadium no longer meets the needs of THFC. Expansion is required if THFC is to maintain its position as one of Europe's leading Clubs. The capacity of the existing stadium and the quality of the facilities that it provides for spectators fall well short of modern standards and continuing to play at the existing stadium is not a realistic option in the medium to long term. Without expansion, the position of THFC as a leading European club will be unsustainable and the benefits which the Club's success currently brings to the Borough will be put in jeopardy.

2.11 THFC has investigated alternative options for a new stadium to provide the increased capacity and enhanced spectator facilities that are needed – including relocation outside the Borough. However, THFC's preference is to carry out a redevelopment of its existing stadium, both in order to maintain its longstanding associations with the area and because the site is very suitable for a sustainable, stadium-led redevelopment scheme.

2.12 In conjunction with the Council, THFC's brief for the redevelopment of their site (**Appendix X**) was included as a key element into a wider Masterplan for the NDP. This approach draws upon the examples of successful stadium-led regeneration within the UK and in London.

2.13 The importance of THFC to the Borough is acknowledged in the Haringey Unitary Development Plan (UDP) (adopted July 2006) which with the London Plan (July 2011) forms the statutory development plan and provides the framework for the NDP. Full details of relevant planning policy and guidance are included in Section 9.

2.14 In summary the UDP designates Tottenham High Road Regeneration Corridor as an area with severe economic and social problems, in need of regeneration (Policy AC3). THFC is identified as a major redevelopment site that will act as a *"catalyst for prime regeneration of the High Road" (UDP).* White Hart Lane Stadium is identified for *"Expansion, including better facilities and mixed use development, including residential and possibly a hotel".* (UDP Site specific Proposal 13).

2.15 In the London Plan (July 2011) the Upper Lee Valley (including Tottenham Hale) is identified as an "Opportunity Area", for which more detailed and supportive guidance has recently been published in the Draft Opportunities Area Framework for Upper Lee Valley.

2.16 The NDP has responded to this context and is supported by a Regeneration Strategy, which has been produced in conjunction with the Council and in accordance with its stated regeneration vision: *"to create economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the borough's 21st century business economy".*

2.17 A full planning application for the NDP proposals accompanied by related applications for listed building consent and conservation area consent was submitted by THFC in October 2009. These applications were withdrawn contemporaneously with the submission of revised proposals in May 2010 and further related applications were submitted in December 2011. The NDP applications to which these revised proposals relate are described more fully in Section 9 and **Appendix X**.

2.18 On 30 September 2010 LBH (as local planning authority) resolved to grant conditional planning permission; listed building consent and conservation area consent subject to referral to the Mayor of London under the Town and Country Planning Act 1990 (as amended), Greater London Authority Acts 1999 and 2007 and the Town and Country Planning (Mayor of London) Order 2008; referral to the Secretary of State for Communities and Local Government under the Town and Country Planning (Consultation) (England) Direction 2009; and referral to English Heritage under the Planning (Listed Building and Conservation Areas) Act 1990. Those consents were issued on 20 September 2011 with the signing of a S.106 legal agreement.

2.19 As a result on on-going discussions and to respond to the need to improve the overall viability of the NDP, THFC submitted applications to amend the northern development within the NDP masterplan. The stadium itself remained unchanged. The Council resolved on 13th February 2012 to grant full planning permission subject to referral to the Mayor of London and Secretary of State and completion of a revised Section 106 agreement for an alternative configuration of development to the north of the stadium ("Phase 1") (LBH Ref: HGY/2011/2350). The revised proposals retain the same sized food store, but incorporate additional Club-related space, education uses and a showroom/brand centre.

2.20 Council also resolved to grant outline planning permission for an alternative configuration of development south of the stadium ("Phase 3") (LBH Ref: HGY/2011/2351) on that date, subject to referral to the Secretary of State and the completion of a revised S.106 agreement. The revised proposals are a

redesign of this part of the scheme and incorporate up to 285 new homes. Education and health centre uses and a health club are proposed replace the permitted hotel.

2.21 The referral responses on the NDP application and the more recent Phase 1 and Phase 3 applications are set out in more detail at Section 9 (Planning Position) and Section 11 (Views Expressed by Government Departments). [To be updated when GLA/SoS referrals received.]

2.22 The 13 February 2012 Planning Sub-Committee also approved revisions to the existing NDP S.106 agreement to improve the overall viability of the scheme. The resolution followed a resolution made by Haringey's Cabinet on 6 February 2012 to approve a wider funding package (comprising funds from both the Council and the GLA) to support both the NDP and the wider regeneration of Tottenham. The agenda and minutes of the Planning Sub-Committee are attached as **Appendix X**. The agenda and minutes of the Cabinet are attached as **Appendix X**.

3.0 DESCRIPTION OF THE ORDER LAND

The Order Land

3.1 The Order land is shown edged red on the Plan attached in Appendix 1 situated in North Tottenham in the north eastern part of the LB Haringey, within the western edge of the Upper Lea Valley.

3.2 The Order Land is centred on the White Hart Lane football stadium, extends to approximately 11.5 hectares (28.5 acres) and is subdivided by Paxton Road running east-west. As shown on the Order Plan in **Appendix X**, the site is bounded to the north by Northumberland Park, to the west by Tottenham High Road (A1010), to the east by Worcester Avenue and to the south by Park Lane and the Order Land extends to the centre-line of these surrounding roads.

3.3 The Order Land comprises the following buildings and areas listed in the following paragraphs, but described more fully in the Order Schedule (**Appendix X**) and Section 6 and shown on the Order Plan (**Appendix X**).

White Hart Lane Stadium, Bill Nicholson Way, 748 High Road, London N17 0AP

3.3.1 The stadium's main (west) stand containing most of the Club's administrative offices and hospitality areas

3.3.2 Open forecourt, club parking areas and access roads between the West Stand and Tottenham High Road

3.3.3 The north, east and south stands, turnstile areas and adjoining land backing onto Paxton Road, Worcester Avenue and Park Lane

Public and Private Highway Land and Related Interests [TBC on final CPO plan]

3.3.4 High Road

3.3.5 Bill Nicholson Way.

3.3.6 Park Lane

3.3.7 Tottenham High Road

3.3.8 Paxton Road

3.3.9 Access road to Wingate Trading Estate

3.3.10 Access road to The Gibson Business Centre

3.3.11 Northumberland Park

3.3.12 Worcester Avenue

Properties fronting Tottenham High Road / Park Lane

3.3.13 744a High Road and 1-3 (odd) Park Lane - Spurs Shop,

3.3.14 Land at 742 High Road

3.3.15 744 High Road 'Warmington House' - listed Grade II

3.3.16 744a High Road and related land and part of public highway

3.3.17 746 High Road "Dispensary" – locally listed and related land

3.3.18 748 High Street, Red House Coffee Palace - locally listed and related land.

3.3.19 750 High Road "Valentino's' nightclub"- locally listed building and related land

3.3.20 Rear of 750 High Road 'Rudolph's nightclub" - with a single storey rear extension to Valentino's nightclub. .

3.3.21 752 a 752b and 752c High Road – commercial premises and related land

3.3.22 754-766 (even) High Road, locally listed buildings and related land

3.3.23 766-772 (even) High Road, locally listed buildings and related land

3.3.24 774 High Road "Fletcher House" - Grade II listed building and related land

3.3.25 776 High Road and related land, including electricity sub-station

3.3.26 782 High Road and related land

3.3.27 784- 788 (even) High Road - two storey, late 20th century

3.3.28 N17 Studios

3.3.29 796 High Road "'Percy House'; forecourt walls and railings Grade II* structures and related land

3.3.30 Land to at and to the rear of 796/798 (even) High Road

3.3.31 Unit 1,2,3,4 and 5 , The Gibson Business Centre, 800 High Street and related land

3.3.32 800 and 800 a High Street

3.3.33 [XXX]/ 802 High Road - three storey terrace north of Dial House, comprises predominantly Grade II listed buildings.

3.3.34 806, 806a, 806b High Street - three storey terraced properties unlisted

3.3.35 Land adjoining (to the south) at 806 High Street

3.3.36 810/812 (even) High Road, - listed grade II*. The latter has just benefited from significant English Heritage investment and has been externally renovated.

Properties fronting Paxton Road [omit demolished properties]

3.3.37 Paxton Hall Working Men's Mission , Paxton Road.

3.3.38 1-5 (odd) Paxton Road - office building and related land at junction with High Road

3.3.39 9-39 Paxton Road - light industrial buildings and related land

3.3.40 Jehovah's Witness Kingdom Hall, Paxton Road and related land

3.3.41 2, 4 and 6 Northumberland Park, - locally listed and related land.

3.3.42 Units 3 and 4, 6 – 8 (even) Northumberland Park and related land and electricity sub-station

3.3.43 10 Northumberland Park, and related land

3.3.44 Units 1, 2, 3, 3b, 4, 4c, 5, 6, 7, 8, and 9 at 12-48 (even) Northumberland Park, and related land

3.3.45 Unit 22 Wingate Trading Estate industrial buildings by address

3.3.46 Stadium Business Park' - light industrial buildings

3.3.47 Albion Works, Paxton Way - industrial buildings by address

3.3.48 34- 36 (even) Worcester Avenue – residential property and related land

Wider Location

3.4 Tottenham High Road (A1010) runs north-south immediately west of the site. The London Liverpool Street to Stansted Airport/East Anglia railway line runs north-south to the east of the site with Northumberland Park station approximately 750m east of the site. The London Liverpool Street to Enfield Town/Cheshunt line runs to north-south to the west of the site with White Hart Lane station approximately 200m from the site. A plan indicating transport links to the site is attached as **Appendix X**.

3.5 The LB Enfield boundary is approximately 300m to the north, with Angel Edmonton (a 'district centre') and the A406 North Circular Road approximately 650m beyond.

3.6 LB Waltham Forest lies approximately 1.5km to the east.

3.7 The designated town centre of Bruce Grove is 700m to the south, with the town centre of Seven Sisters a further 800m south of Bruce Grove. The Metropolitan Centre of Wood Green lies approximately 3km west of the site with Alexandra Palace a further 1.5km beyond.

Description of the Surrounding Area

3.8 The area is described pictorially in the Design and Access Statement (May 2010 Application Document 2.01). The Cultural Heritage chapter within the Environmental Statement (Document 4.02) also describes the Conservation Area and historically important buildings with reference to the Tottenham Conservation Area Character Appraisal (adopted March 2009). Extracts are included in **Appendix X**.

3.9 The surrounding area is characterised by a diverse mix building types and uses, predominantly residential, with a high proportion of Council-owned, social rented housing, privately rented housing and houses in multiple occupation. The housing stock across all tenures is generally poor and (consistent with the eastern part of the Borough as a whole), also suffers from overcrowding.

3.10 The High Road is characterised in the vicinity of the site by Victorian, Edwardian and more recently constructed three/four brick buildings; many of which have ground floor shop fronts. The High Road itself is generally four lanes (with demarked bus lanes). The kerbs and footways have recently been upgraded along this stretch of the High Road by the Council and Transport for London. Some new street furniture (such as cycle stands) have been installed.

3.11 Although not formally designated as a town centre in the development plan the section of Tottenham High Road to the north of Bruce Grove is described by the Council as part of "Tottenham's Town Centre" and, it performs many of the functions of a genuine town centre for example accommodating a wide variety of main town centre uses, including Council Offices, Tottenham Sports Centre and a Public Library.

3.12 The Northumberland Park secondary school lies immediately east on Worcester Avenue beside St Paul and All Hallows Church of England junior and infant schools. St Francis de Sales Roman Catholic infant and junior schools lie immediately to the west. Coombes Croft library lies immediately north of these schools and has recently been refurbished and extended.

3.13 The northern section of Worcester Avenue is effectively a cul-de-sac and is lined by two storey 20th Century terraced housing on both sides. The character of Worcester Avenue then changes as it becomes lined by high razor-topped walls associated with the secondary school along the eastern edge. A section of concrete panel wall separates the Paxton Road match day car park from Worcester Avenue southwards down to Paxton Road.

4.0 THE ENABLING POWER

4.1. The acquiring authority for the purposes of this Order is the Mayor & Burgesses of the LB Haringey.

4.2. Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended by S.99 of the Planning and Compulsory Purchase Act 2004) provides a local authority, which for the purposes of S.226(8) of the 1990 Act includes London boroughs, with powers to acquire land compulsorily for 'planning purposes'.

4.3. The Order has been made by LBH to achieve these purposes as LBH believes that the compulsory acquisition of the identified interests will facilitate the carrying out of development, redevelopment or improvement on or in relation to the Order land.

4.4. Specifically, LBH considers that the development, redevelopment or improvement of the Order land will contribute to the achievement of all of the following objectives:

4.4.1 the promotion or improvement of the economic well-being of its area;

4.4.2 the promotion or improvement of the social well-being of its area; and

4.4.3 the promotion or improvement of the environmental well-being of its area.

4.5. The principal economic, social and environmental benefits of the proposals that will contribute to the achievement of LBH's well-being objectives are set out in **Section 6** but are summarised below.

4.6. The present stadium, which detracts from the setting of a conservation area and provides an unattractive edge to Worcester Avenue and Park Lane, will be replaced by a new high quality, iconic stadium (as described in **Section 7**).

4.7. Supporting residential and retail development to the south and north of the stadium will provide significantly improved street frontages to Park Lane and Northumberland Park respectively.

4.8 New public realm will be created with podium areas being publicly accessible and available for community events on non-event days.

4.9 A number of heritage assets including Grade II* and Grade II listed buildings will be renovated and brought back into beneficial occupation.

4.10 The construction phase of NDP will create up to 3,400 person-years of employment. The operational phase will directly create approximately 1,000 temporary jobs and 370 permanent new jobs (FTE). In additional to directly created employment opportunities, the implementation of the NDP will create significant indirect and induced employment opportunities through increased spend in the area and supply chains.

4.11 The proposals include a further education college to provide much-needed education facilities.

4.12 In addition to the socio-economic benefits associated with the employment and training opportunities that will be created, the NDP will incorporate housing; convenience and comparison retailing that will be more accessible (particularly those without cars);

4.13 New community facilities such as the south podium, which will feature a programme of community events throughout the year on non-match days (see **Appendix X**).

4.14 The Order has therefore been made in accordance with the guidance contained within Part 1 and Appendix A of Circular 06/2004.

5.0 THE PURPOSE OF THE ORDER

5.1 The Order is primarily required to complete the assembly of the land required to enable the implementation of the NDP, which in turn, will act as a catalyst for the regeneration of North Tottenham.

5.2 Although THFC has already acquired approximately 90% of the interests within the Order land (by area), it is seeking control of all interests within the application site boundary in order to implement the NDP.

5.3 The Order will also facilitate the use of S.237 powers to convert injunctable rights of light into compensable interests in respect of the land acquired by the Council. The Council resolved to use its S.237 powers as part of the resolution in principle to use CPO powers made on the 16 November 2010.

5.4 The principal remaining interests to be acquired by the CPO are summarised in Section 3 and listed in the Schedule of Interests/**Appendix X**.

5.5 In accordance with the guidance contained at paragraph 24 of Circular 06/2004, LBH has made this Order, but THFC will continue to negotiate to acquire all remaining interests by private treaty.

6.0 THE JUSTIFICATION FOR COMPULSORY PURCHASE

The Need

6.1 Tottenham Hotspur Football Club (THFC) has been located on its present site for over one hundred years and is at the heart of the social and cultural life of the area and contributes significantly to the local economy.

6.2 Expansion is required if Tottenham Hotspur Football Club is to maintain its position as one of Europe's leading Clubs. The capacity of the existing stadium and the quality of facilities fall well short of modern international standards and continuing to play at the existing stadium is not a realistic option in the medium to long term. Without expansion, the position of Tottenham Hotspur as a leading European club will be unsustainable and the benefits which the Club's success currently brings to the Borough will be put in jeopardy.

6.3 The Club has investigated options for a new larger stadium with enhanced spectator facilities – including relocation to the Olympic site at Stratford and outside the Borough. However, the Club's strong preference is to redevelop their existing stadium, to maintain their long-standing associations with the area and because the site is very suitable for a sustainable, stadium-led redevelopment scheme.

6.4 As the UDP acknowledges, this offers the potential not only to meet the Club's needs but also to kick-start regeneration in the surrounding area.

Environmental Benefits

Improved Stadium Design

6.5 The stadium currently has a spectator capacity of 36,237. Its four stands have been built at different times with the current east and west stands redeveloped in the 1980s and the north and south stands redeveloped in the early 1990s. This is manifest in different architectural treatments that are only unified loosely through similar scale and mass. The result is a building that is impressive only by virtue of its relative size and does not make a positive contribution to setting of nearby Listed Buildings of the High

Road Conservation Area. The current stadium is generally between 22-24m high, which is broadly equivalent to 7-8 residential storeys.

6.6 The heart of the development will be a world class stadium providing an unparalleled spectator experience, that would be the most energy efficient of its kind

Improving the Links of the Stadium to the High Street and Urban Form

6.7 Key design objective has been to ensure that the large scale building sits within its site, respecting the boundaries of the urban block and responding positively to the edges of the site. In this context placing the stadium on the High Road is important.

6.8 This has been achieved by a compact and efficient form of development, that responds both to the edges of the urban block in which it sits and to the design of the stadium itself. It recreates well mannered streetscapes and seeks to mitigate the scale of the stadium.

6.9 The design response has been to seek to reinforce the High Road as the key urban feature, placing active uses along the frontage and retaining as much of the historic context as possible on the eastern side of the High Road. A key design response has been to incorporate the new main west stadium entrance parallel with the High Road and provide useful and desirable accommodation activity along the High Road frontage. The aim is to ensure that the stadium-related development is seen as a continuation of the High Road rather than an interruption, inactive on all but match days.

Heritage and Listed Building Issues

6.10 THFC and the Council are very mindful that the proposals underlying the CPO will result in the loss of a number of buildings and architectural features that are listed or locally listed, most notably Grade II listed 774 High Road 'Fletcher House.

6.11 The proposals will also result in the loss of several building which are considered to make positive contribution to the Tottenham High Road Conservation Area affect the setting of other listed buildings

6.12 Heritage Statements that accompanied all the applications for planning permission, listed building consent and conservation consent application, specifically address the heritage, townscape and conservation impacts of the wider scheme. In particular they assessed the loss of the listed buildings, but also the townscape benefits and the positive impacts of the new stadium and the replacement of buildings that currently detract from the Conservation Area. These impacts were a key consideration in determining the applications and the subject of extensive discussions with GLA/Design for London, to whom the applications were referred, and with English Heritage, Commission for Architecture and the Built Environment (CABE) and local Conservation organisations as statutory consultees.

6.13 There was widespread support for the 2009 planning, listed building and conservation area consent applications for the Northumberland Development Project (NDP), because of the social, economic and regeneration benefits that the scheme will deliver. However, consultees made a number of comments on the design of the development and questioned whether the scheme offered best *"conservation balance".* In response, the Club withdrew the application, made a number of amendments to address these comments whilst ensuring that the principal characteristics of the development remain unchanged and resubmitted the application in May 2010.

6.14 The readjustment of the layout and design of the stadium has resulted a more acceptable "conservation balance", by retaining the listed and locally buildings of most merit and provide them with a new coherent setting, removing buildings identified as detractors in the Conservation Area and those of little positive merit.

6.15 To encourage the economic and physical regeneration process to extend beyond the site, the Club is committed to maintaining and working to secure the long term beneficial use of a number of Listed Buildings in key locations outside the site.

6.16 A significant benefit in heritage terms is that the proposals will ensure the restoration of a number of these listed buildings that will be brought back into beneficial use, supporting their long-term maintenance. The original objections to the proposals from the Mayor and English Heritage in listed building and heritage issues have been overcome and both now fully support the proposals.

6.17 In summary, the proposals have responded directly to the comments and observations of key consultees and achieve the high standards of design aspired to through the policies of the Development Plan and in Government planning policy.

6.18 The revised scheme enables an even more favourable conservation balance than before and successfully reconciles the needs of development with the principle that the most valuable heritage assets should be retained (and their value enhanced) wherever possible.

6.19 Although some loss of heritage assets is unavoidable, this is more than outweighed by the substantial community benefits that the development would secure, providing the clear and convincing justification that Policy HE 9.1 of PPS 4 requires for the losses that are needed for the development to proceed.

Public Realm and Open Spaces

6.20 The redesign of the stadium reflected in the May 2010 application resulted both in the retention of most listed buildings and allowed the re-planning of the open spaces/public realm around the stadium to provide a series of interconnecting spaces of the highest quality.

6.21 The proposed public realm is linked to the High Road and has been designed to work well for the movement, gathering and safety of fans. It makes the most of its ability to mark the centre of the area and has been

designed to provide useful and attractive links between the schools, the High Road and the stadium. The new public realm responds to where it is needed and to the functions it must perform on match days, while being cognisant of the opportunities presented on non-match days.

6.22 Open spaces to the south of the new stadium have been comprehensively re-planned to provide environmental and townscape benefits for the conservation area and for the setting of the retained .

6.23 A courtyard is proposed in the south western part of the site, to provide an intimate setting for listed and locally listed buildings which are now to be retained.

6.24 A new podium plaza is proposed to the east. This would be a much larger, major new civic space suitable for a host of open air activities both on match days and at other times. A new Club Museum and Club Shop would be provided beneath the podium plaza, fronting onto the courtyard.

6.25 The Public Access Management Plan Framework (PAMPF) attached at **Appendix X** describes each of the different publicly accessible areas and how they will be used, managed and maintained.

Transport Benefits

6.26 In order to ensure that the environmental effects of the increased capacity of the stadium are managed effectively the development is supported by a transport strategy to promote the use of public transport in preference to the private car. A series of travel plans have been prepared for each element of the development that are designed to ensure sustainable transport choices and to make full and effective use of the already available public transport infrastructure.

Economic Benefits

6.27 Northumberland Park Ward is among the most deprived neighbourhoods in England according to the Government's Indices of Multiple Deprivation 2007 (IMD). It is in the top 10% of UK wards in terms of low income and high unemployment, in the top 20% for poor health, housing and living environment and crime rates (18 per 1000 in 2006) are significantly higher than the London average (13 per 1000) According to the 2001 Census, just under half the population in Northumberland Park is white and a similar proportion is under the age of 30.

Job Creation and Retention

6.28 The local area has high unemployment levels (JSA Claimant Count Data) and low skills attainment (Census, 2001), and the development presents an opportunity for the Club and Council to work with local agencies to improve job prospects for local people in accordance with objectives of Haringey's planning policies and Regeneration Strategy.

6.29 The proposals will result in the redevelopment of properties within a site identified for employment use on the development plan. Working in partnership with the Council, THFC agreed a relocation strategy with them in September 2008 (attached as **Appendix X**), which it has been implementing since. As at February 2012, approximately 95% of the N17 Studios has been demolished. With the exception of two commercial tenants who have retired, the Club has successfully relocated the sixty tenants to premises elsewhere primarily within Tottenham or Haringey.

6.30 Direct operational employment is expected provide an additional 100 FTE jobs within the Club in a range of positions, including the shop, museum and management of the Stadium and non-match day events, and 330 additional match day staff, due both to increased capacity and higher levels of catering and hospitality provided.

6.31 There will be further opportunities for employment resulting from non-football use of the stadium seven days per week, through non-match day temporary and part time employment in providing catering and hospitality for conferences and events.

6.32 In addition, it has been estimated using standard floorspace to jobs ratio that:

6.32.1 430 FTE jobs will be created through the development of the foodstore;

6.32.2 70 FTE jobs created indirectly associated with the provision of new housing;

6.32.3 370 FTE net additional permanent jobs created;

6.32.4 340 FTE construction jobs created;

6.32.5 1,000 temporary match day jobs created;

6.32.6 250 FTE jobs associated with the 500,000 additional visitors annually created indirectly;

6.32.7 60 FTE jobs[9] created because of the spin-off effects of the new foodstore in its role as an anchor for this part of Tottenham's Town Centre.

6.33 The additional employment will primarily be in the retail, hospitality and catering sector. The likely occupational breakdown of jobs in this sector, based on the current structure of the industry in London (Annual Business Inquiry, 2009), compares favourably to the local occupational base. This includes all residents in Northumberland Park (Annual Business Inquiry, 2009), the sought occupations of unemployed residents in Northumberland Park (JSA Claimant Count data), and the residents of the inner and wider impact areas.

6.34 There is a very good fit between the large number of entry level jobs in the new development and the types of jobs local unemployed people are looking for.

[9] Excluding employment opportunities provided in the foodstore itself.

6.35 The proposed mix of uses accords with the UDP objective that the development should serve as a catalyst for regeneration. As well as securing all of the employment and economic activity associated with the existing stadium and maintaining the work of the Tottenham Hotspur Foundation locally, the new stadium would directly provide additional employment opportunities and would indirectly create additional local employment, particularly through increased visitor spending. Moreover, because development would be carried out in phases, enabling the Club to continue to play on site throughout the development process, the economic and social benefits associated with the Club would be maintained throughout the development.

6.36 A new health centre and health club will be provided in the south eastern part of the site providing between [X] and [X] FTE jobs.

6.37 It is an important objective of the development to increase activity in and around the stadium on non-match days. The Club Museum and the hotel in particular would help to support non-match day use, whether by visitors to the stadium itself or by those using the extensive hospitality, banqueting and meeting room facilities within the stadium for other events and conferences.

Social Benefits

6.38 The proposals include a range of new facilities available to the community:

6.38.1 the scheme includes a health centre and club; and

6.38.2 the new south podium plaza would become a place to hold events for the whole community to participate in.

6.39 The proposed foodstore is both needed and in a suitable location as this section of Tottenham's Town Centre is least well served by main food shopping facilities at present and where there is the greatest need for an effective anchor in order to underpin other shops and services in the interests of improving access to modern shopping facilities for local people.

6.40 The new foodstore has the potential to act as an anchor for this part of "Tottenham's Town Centre" and the new activity that it would bring to the area would provide the opportunity of other shops and services to benefit from the linked shopping trips that would arise, adding to the catalytic effects of the development.

6.41 Because the site is highly accessible by public transport with clear, legible walking routes and safe crossing points on all of the main routes between the site and the principal bus stops (as well as White Hart Lane station) the proposal will cater effectively for those without access to a car as well as to car borne shoppers, making the site a very suitable location for the range of town centre uses proposed.

6.42 It is proposed to put in place a management regime that would encourage community participation in a programme of events that would support the Council's educational, social and leisure strategies.

6.43 The new housing would have mixed tenure and help to promote a mixed, inclusive community as well as bringing substantial new spending power to the area, benefiting local shops and services.

6.44 To help local people and local businesses to take advantage of the opportunities that the development would create, a series of measures are proposed to support local employment and training and to encourage property owners to invest in their premises. In this way the economic vitality and the physical appearance of the area, particularly of key frontages in the Town Centre and Conservation Area, would be enhanced.

6.45 New offices for the charitable Tottenham Hotspur Foundation will be included in the northern part of the development. The Foundation is a registered charity that uses sports and football in particular to improve the quality of life of young, disadvantaged people in the local community. It runs specialist programmes to tackle key social issues, such as improving achievement in education, building community cohesion, promoting healthy lifestyles and supporting people with disabilities. The enhanced facilities for the Foundation would allow its activities in the local area to be expanded, including in supporting educational attainment and pathways to employment. (See Appendix xx)

Conclusions on Regeneration Benefits

6.46 The stadium-led regeneration development would embody high quality architecture and urban design and contribute positively to the character and appearance of the area. The economic and social benefits associated with the development would also contribute both directly and indirectly to the character and appearance of the town centre, in particular bringing added vitality and securing much needed investment in some of the best and most valued buildings.

6.47 The mix of development includes main town centre uses (the stadium, hotel, offices, and retail) together with housing that together would animate substantial new civic spaces to create vitality on match days and non-match days.

6.48 The scale of change requires some heritage assets to be removed but the scheme would secure the renovation of eight listed buildings and four locally listed buildings and ensure that where heritage assets have been at risk they will now be brought into new uses to secure their long term futures. Although the development would involve the loss of a number of buildings that currently make a positive contribution to the Conservation Area, the loss is clearly outweighed by the overall benefits of the development, both in conservation terms and in terms of the wider economic, social and regeneration benefits that would be secured.

6.49 The key operational requirement for the location and design of the stadium has been that it must allow the phasing of the construction to ensure that no interruption in playing occurs. Continuity of playing is important because a ground share during the construction period would not be possible. .Moreover,

because development would be carried out in phases, the economic and social benefits associated with the Club would be maintained during the development.

6.50 The benefits encompass design, townscape, conservation, society and economics. They would be secured in the context of one of the most deprived boroughs in the country, where the Council's regeneration objective is to "transform" Tottenham.

6.51 This set of benefits is substantial and would be regulated in the interests of the community as a whole through planning conditions and planning obligations to secure their delivery.

6.52 The proposals would be an enormous step towards achieving the Council's regeneration objectives. The benefits to the community would be substantial. They would decisively outweigh the loss resulting from the proposed demolitions. If the Club were to relocate to a new stadium away from the Borough, the adverse consequences, not just in economic but also in social and cultural terms would be very significant.

6.53 The following section will show that the NDP complies with the Haringey UDP objective for a stadium-led mixed use development focussed upon the site of the existing White Hart Lane Stadium as a catalyst for wider regeneration in the interests of the surrounding area as a whole. It would comply with the strategic policies of the London Plan and relevant development management policies of the Haringey UDP and other local policies. It would also be consistent with the requirements of Government planning policy and with other material considerations. In particular, the scheme would embody sustainable economic development for the purposes of PPS 4 and should therefore be accorded favourable consideration in the planning process.

6.54 Circular 06/2004 requires that a compulsory purchase order should only be made where *"there is a compelling case in the public interest."* For the reasons set out in the Statement, the Council believes that this case is proven.

6.55 The Council is of the view that in pursuing this Order, it has carefully considered the balance to be stuck between individual rights and the wider public interest; the use of compulsory acquisition is justified in order to secure the economic, social , physical and environmental regeneration and associated benefits that the proposals will bring.

7.0 DESCRIPTION OF THE PROPOSALS

7.1 The four principal components of the proposals (the "Stadium", "Northern" and "Southern Developments" and the associated new public realm), (see Drwg. No. A600 as **Appendix X**) are summarised below.

The New Stadium

7.2 The principal component within the scheme and its raison d'être is a new football stadium to replace the ageing White Hart Lane stadium, which at 36,237 has one of the smaller capacities in the Premier League. In order to maintain its position as one of the leading clubs in the most successful football league in the world and in order to meet pent-up demand for additional season tickets, the Club has resolved that it needs a new, larger stadium.

7.3 The Club's original brief for the stadium included the following necessities:

7.3.1 a capacity of 56,250;

7.3.2 a tight atmospheric stadium bowl with minimum crowd sound loss; venue which would provide a great experience for players and spectators alike;

7.3.3 a secure and safe venue accessible to all types of spectator;

7.3.4 five star plus hospitality located above a Directors suite in the west stand;

7.3.5 approximately 7,000 hospitality boxes at a "Box Level";

7.3.6 secure parking under a "Lower Concourse Level";

7.3.7 a visually striking and instantly recognisable stadium;

7.3.8 a sympathetic roof form which relies on gravity surface water drainage;

7.3.9 avoidance of overshadowing residential properties on Worcester Avenue to the north east;

7.3.10 minimise excavation and therefore resulting arisings;

7.3.11 compliance with the new Guide to Safety at Sports Grounds 5th Edition (2008);

7.3.12 compliance with Premier League and UEFA Champions League venue requirements;

7.3.13 back of house facilities which maximise income on both match days and non-match days;

7.3.14 a development capable of being built in two phases around the existing stadium (and thereby allowing continuity of play at White Hart Lane); and

7.3.15 a truly sustainable development.

7.4 The brief reflected the physical, planning and legal site constraints that have influenced the proposals overall and in particular, the design of the stadium. For instance, in order to minimise the footprint of the stadium, many of its ancillary uses have been accommodated in the both the northern and southern developments and within some of the retained heritage assets.

7.5 Externally, the stadium will be oval in form with its longest axis running north-south. It has an undulating roof line, which in conjunction with its plan form maximises seating capacity and viewing quality in each of the four stands. General admission entrances will be positioned at each of the four 'corners' with the principal entrance (including the players' entrance) in the centre of the west stand and a further VIP entrance in the centre of the east stand. Internally, the seating auditorium is rectangular. Seating will be broadly sub-divided into three tiers (lower, middle and upper) separated by rings of hospitality suites.

7.6 Unlike the nearby Emirates Stadium, which is broadly comparable in shape and size, the proposed new stadium sits at grade within, rather than on top its podium. Vehicular access to stadium would be via Worcester Avenue.

7.7 Although the Club initially sought a capacity of up to 60,000, pre-submission consultation feedback on the October 2009 scheme led to two significant design changes taken precedence over headline stadium capacity.

7.8 The first was the desire to further improve the atmosphere within the stadium by tightening the bowl geometry at the northern and southern ends. This initially reduced the potential capacity to 58,247.

7.9 The second modification was to remove the hospitality suites from the south stand and effectively create a single bank of seating at one end creating a 'spion kop'10, which has further reduced the capacity to 56,250 based upon the proposed seating configuration. It is this capacity that has been tested by the Transport Assessments, Environmental Impact Assessment and other technical assessments.

7.10 The majority of the stadium will be clad in a diamond pattern aluminium shingle cladding. Although providing a dramatic impact overall, the relatively small cladding modules will provide architectural interest close-up to the stadium. The cladding will follow the line of the upper tier and therefore undulate around the perimeter of the stadium. The bottom line will also undulate more gently around the perimeter to emphasise the double height west and east stand entrances and also the lower tier general admission entrances in each of the four corners. The aluminium cladding will have a mid-sheen lacquer applied which will glow in sunlight but not cause excessive glare. The cladding has been used successfully at the new terminal building at Farnborough Airport. A glazed terracotta rainscreen in the Club's corporate dark blue is proposed from ground level to the underside of the aluminium cladding. The exposed roof surface will be clad in a light grey coloured, high performance single ply membrane and the 10m leading section closest to the pitch will be clad in clear polycarbonate solid sheeting or multi wall cladding increasing daylight into the stadium bowl and onto the pitch.

Southern Development

[10] Colloquialism from the steep hill near Ladysmith, South Africa: scene of the Battle of Spion Kop in the Second Boer War (Wikipedia)

7.11 Although originally granted outline permission as part of the 2010 application, English Heritage, the Georgian Group, the Victorian Society, the Tottenham Conservation Area Advisory Committee and SAVE all objected to the proposed demolition of two Listed Buildings and a number of unlisted buildings within the Conservation Area, suggesting that an alternative approach involving less extensive demolitions might equally enable the Club's needs and the benefits of the development to be achieved.

7.12 The Mayor of London asked for further information on this issue. CABE, whilst acknowledging that a case for demolition could be made, nonetheless advocated design changes in this part of the site.

7.13 Following further consultation with the GLA and others the revised proposals were submitted in December 2011 that replaced the crescent-shaped residential building in the 2010 proposals with four separate blocks orientated in a north to south direction to provide 285 rather than 200 new homes. The replacement buildings would incorporate a college, health centre and health club uses on the lower floors, to be aligned with the proposed podium along Park Lane.

7.14 The ground floor office for the Tottenham Foundation originally proposed in the southern development would be relocated to the revised northern development, but the club museum and shop would be retained in its original position.

New Housing

7.15 The southern development (as approved as part of the main NDP scheme in September 2011) will comprise 200 new homes in the form of town houses, maisonettes and apartments, of which 44% will be suitable for families[11]. Three existing homes are proposed for demolition meaning a net increase of 197 homes.

7.16 The indicative mix of unit sizes is in accordance with the LBH's adopted Housing Supplementary Planning Document on the basis of a 50/50 split of private and affordable housing[12] and a tenure split of 70/30 (social rented/intermediate). The indicative mix is as follows:

No. Bedrooms	No. Units	Percentage
1	56	28%
2	56	28%
3	49	24.5%
4	39	19.5%
Total	**200**	**100%**

7.17 The new housing will be provided in four separate buildings orientated in a north-south access to incorporate a college, health and health club uses on the lower floors, above its own podium, which would enclose 121 residential car parking spaces, cycle parking, waste and recycling facilities. A series of three storey townhouses will line the podium along Park Lane. Access to the residential parking would be from Park

[11] Three bedrooms or more with direct access to high quality private amenity space.
[12] Based upon habitable rooms

Lane. Access to podium level adjacent the residential building is via staircases and lifts at the eastern and western ends.

7.18 On non-event days, the south podium will be the focus of a series of community activities.

7.19 Revised proposals for the Southern Development were approved by Planning Sub-Committee on 13 February 2012, subject to referral to the Mayor of London. The housing component of the revised proposals incorporates up to 285 new homes. The new homes will comprise one and two bed units and will all be for market sale or rent. No affordable housing is included for two reasons. First as part of the wider strategy of improving the overall viability and therefore deliverability of the NDP and secondly, as part of a deliberate policy objective to reduce the proportion of social rented housing in this part of the Borough. The full justification is set out in the Planning Sub-Committee report attached as **Appendix X**.

Replacement Club Shop, New Museum and Cafe

7.20 The west facing frontage will contain a café and the "Spurs Store" entrance. It has been designed primarily to create an enhanced setting to the four retained heritage assets.

7.21 The lower levels of the podium broadly divide into two components. The western component contains a 3,610m^2 (GEA) replacement Spurs Store. The store will accommodate the new "Spurs Museum" (570m^2). The Club does not currently have a museum and this facility is intended to provide an additional visitor attraction on non-match days.

Northern Development

New Foodstore

7.22 The 2010 NDP scheme incorporates a new foodstore of 22,009m^2 (GEA) with a net sales area of 7,201m^2.

7.23 The amended scheme for the Northern Development approved on 13 February 2012 comprises a foodstore, with gross internal area of 23,470 m^2 (GEA), comprising 12,229m^2 at ground floor and 11,250m^2 at first floor); a second floor of 5,666m^2 (GIA) for stadium-related or showroom/'brand' centre use, a third floor of 3,238m^2 (GIA) for educational use or stadium-related use and a fourth floor of 3,055m^2 (GIA) for stadium-related use., part of this space may be used for the new offices for the Tottenham Hotspur Foundation. The net sales area of the foodstore remains at 7,201m^2.

7.24 The foodstore will front onto Northumberland Avenue with its main customer entrance towards the western end of the foodstore elevation, and have active uses along virtually its entire length, including a customer café in the north western corner. A taxi drop-off area and waiting room would be included in the north eastern corner.

7.25 The foodstore is generally laid out on two levels. A 401 space car parking will occupy the ground floor along with a customer café/restaurant, entrance lobby and escalators to the first floor. The sales floor will be at

first floor level with checkouts orientated east-west along the northern elevation. Warehousing and back of house facilities are located along the southern edge of the building.

7.26 A new second floor has been introduced in the previous ceiling void above the food store sales area to create 8,517m2 of Club-related offices and hospitality ancillary to the stadium. A new 2,602m2 'Sky Bar' has been introduced at third floor level in the centre of the southern edge of the roof and will be linked to the stadium by an enclosed bridge. The remainder of the building roof will now be green.

7.27 The lower levels of the southern elevation will now be conjoined to the stadium by stadium podium. Access to the podium on both event days and non-event days will by a series of staircases and lifts.

7.28 Vehicular access and egress from the car park will be from Northumberland Avenue (opposite Bennetts Close) and also via a separate access and egress points on the High Road through existing openings. The foodstore will be serviced from Park Lane to the rear of properties along Worcester Avenue and is combined with the main stadium service access.

7.29 An accommodation schedule for the whole development is attached at **Appendix X**.

Associated Facilities

7.30 The proposals include the reinstatement of existing and where necessary, the installation of new telecommunications masts and equipment within and around the stadium.

Public Realm

7.31 The design of the proposed public realm, has met the challenge of reconciling the requirements of Access for All under the DDA, event day considerations such as crowd movement and counter-terrorism, with the non-event day use of the space and its relationship with retained heritage assets and the Conservation Area corridor.

7.32 The public realm will be arranged over two planes: at ground (grade) level along the eastern and western edges of the site and at podium (approximately 4.5m higher) in the areas between the stadium and the northern and southern developments. The podium level will be accessed by a series of staircases and six 33 person lifts (four serving the south podium and two serving the north podium). Seating will line the edges of the podium. There are also three ramps providing access for emergency vehicles (two serving the south and one serving the north podiums) and an alternative means of access for able-bodied pedestrians.

7.33 The south podium will also include two 'kiosks' either side of a flexible play/sports space. The kiosks will act as ticket booths as well as providing lift access below to the Spurs Shop (in the case of the western kiosk) and car parking (in the case of the eastern kiosk).

7.34 The public realm around the four heritage assets that are now proposed to be retained (Nos. 744-750 High Road) has been integrated with the ground floor uses of those buildings. New planting is proposed to the rear of the 'northern cluster' (Nos. 790-814 High Road, which includes a number of listed buildings; some Grade II*). No.790 High Road (Dial House), which is Grade II* will receive a new defensible rear curtilage.

8.0 RESOURCES FOR LAND ACQUISITION, DELIVERY AND IMPLEMENTATION OF THE PROPOSALS

Resources for Land Acquisition

8.1 THFC has already assembled approximately 90% of the interests within the Order Land by private treaty. It is seeking to acquire the remaining interests by private treaty. THFC and the Council are proposing to enter into a Land Agreement in relation to the sale of the Council's remaining land interests within the Order Land. THFC has indemnified the Council from any costs associated with the making of this CPO through two CPO Indemnity Agreements.

8.2 The Council is confident therefore that there are sufficient available resources to complete the acquisition and land assembly process.

Resources for Delivery and Implementation

8.3 THFC has acknowledged publicly that the NDP in its approved form was unviable. It has been working with the Council and the Mayor of London to find ways of improving the overall viability of the project and this has resulted in three principal elements:

8.5.1 THFC has submitted a full application to revise the 'Northern Development'. The revised proposals are described in detail in Sections 7 and 9 of this Statement of Reasons but in essence increase the amount of commercial floorspace above the food store approved as part of the original NDP scheme. The Council resolved to approve this application on 13 February 2012, subject to referral to the Mayor of London and the Secretary of State. [TBC]

8.5.2 THFC has submitted an outline application to revise the 'Southern Development'. The revised proposals are described in detail in Sections 7 and 9 of this Statement of Reasons but in essence increase the number of new homes (from 200 to 285); remove any obligation to provide affordable housing and to increase the amount of commercial floorspace at lower levels. The Council resolved to approve this application on 13 February 2012, subject to referral to the Mayor of London. [TBC]

8.5.2 The Council approved a wider package of funding (in conjunction with funding from the Mayor of London) at its Cabinet meeting on 7 February 2012, which included an alternative source of funding for some of the non-essential infrastructure elements associated with the NDP. At the 13th February 2012 Planning Sub Committee that resolved to approve the revised Northern and Southern Development schemes, Members resolved to approve an amended S.106 agreement, which effectively reduced the cost burden on the project by approximately £16m.

8.4 The Council has received independent advice from Grant Thornton LLP, who have carried out a review of THFC's business plan and funding strategy. The advice confirms that with this package of viability improvements in place, THFC would have a viable and deliverable project.

8.5 THFC has taken various steps to enable it to raise the capital necessary to implement the project, including de-listing itself.

8.6 Whilst there will always be a degree of uncertainty associated with a project of this size and complexity, the Council is as satisfied as it can be that THFC will have sufficient resources not only to assemble the Order Land but also to implement the proposals to which this CPO will relate.

9.0 THE PLANNING POSITION

Planning History

The October 2009 Applications

9.1 The planning history associated with the Order Land is set out in detail at **Appendix X**. It is summarised in the following section.

9.2 Following a series of pre-application meetings between THFC's representatives, LBH, TfL and the GLA, between Nov 2008 and June 2009 and a presentation to the Mayor and Deputy Mayor, officers from the GLA issued a pre-application advice note on the proposals on 12 June 2009.

9.3 A full series of planning applications and listed building consents were submitted relating to proposals for the demolition of the existing stadium and other buildings, and a mixed-use redevelopment of the site to provide a new 56,250 capacity stadium, 434 residential units, a food store, a hotel, a club shop, a museum, offices, new public realm and other associated works. (see Appendix xx)

9.4 As proposals of strategic importance the applications were referred by the Council to the GLA in Dec 2009. The Mayor agreed with his officers' conclusion that, on balance, the proposals did not comply with the policies of the London Plan, and that the following issues needed to be addressed to ensure compliance with the strategic planning policies:

9.4.1 Transport matters raised by TfL.

9.4.2 A financial assessment to justify the amount and tenure of affordable housing and if necessary, changes to the provision.

9.4.3 Concern over the demolition of some locally listed buildings.

9.4.4 Possible changes to the residential mix.

9.4.5 Space standards within the new residential units.

9.4.6 The provision and quality of children's play space.

9.4.7 Alterations to the design of the supermarket.

9.4.8 Additional information in relation to access/equal opportunities.

9.4.9 Additional information in relation to climate change mitigation and adaptation.

9.5 In response to the comments received from the GLA and others during the statutory consultation process THFC agreed with the Council to revise the proposals. In order to allow full consultation on these revisions it was further agreed to withdraw the 2009 application at the same time as submitting a new suite of application documents, taking account of the views expr4ssed by English Heritage and CABE.

The May 2010 Applications

9.6 In May 2010, a revised hybrid (part detailed and part outline) application was submitted for the demolition and comprehensive mixed-use redevelopment to provide a 56,250-seater football stadium, retail uses, including a supermarket (with net retail area of 7,201m^2); a 150-room hotel, a museum, offices and 200 residential units. Associated facilities, included the construction of new and altered roads, footways, public and private open spaces, landscaping and related works; with details of the 'external appearance' and 'scale' of the proposed residential and hotel buildings reserved for future consideration.

9.7 Following the Council's Planning Sub-Committee resolution to grant permission on 30 Sept 2010 these revised proposals was also referred to subsequent referral to the GLA and the Secretary of State for Communities and Local Government. On July 2010 the Deputy Mayor, responded that, with the exception of transport issues, the development could be supported in principle, but that the following issues would need to be addressed to ensure full compliance with policies of the London Plan:

9.7.1 the transport implications;

9.7.2 the location and quantum of children's play space;

9.7.3 inclusive design and access;

9.7.4 the energy provisions of the scheme and

9.7.5 air quality.

9.8 On 25 November 2010, the Mayor reviewed subsequent revisions to resolve the outstanding strategic issues and concluded that he was content to allow LBH to determine the application in accordance with its resolution of 30 September 2010 to grant permission for the development, subject to the satisfactory completion of a legal agreement. Follow completion of the Section 106 legal agreement planning permission for the NDP scheme was granted on 20 Sept 2011.

Northern Development Revisions Application

9.9 The amended scheme for the Northern Development approved on 13 February 2012 comprises a foodstore, with gross internal area of 23,470 m^2 (GEA), comprising 12,229m^2 at ground floor and 11,250m^2 at first floor); a second floor of 5,666m^2 (GIA) for stadium-related or showroom/'brand' centre use, a third floor of 3,238m^2 (GIA) for educational use or stadium-related use and a fourth floor of 3,055m^2 (GIA) for stadium-related use., part of this space may be used for the new offices for the Tottenham Hotspur Foundation. The net sales area of the foodstore remains at 7,201m^2.

9.10 On 13th Feb 2012 LBH planning committee resolved to grant permission subject to conditions and subject to s106 legal agreement, plus Mayoral Direction and reference to Secretary of State. [to be updated as necessary]

Southern Development Revisions Application

9.11 Again in December 2011 an outline application, with all matters other than layout and means of access reserved for future consideration was submitted that proposed a reconfiguration and redesign of the approved southern element of the NDP. The reconfiguration creates more homes and support more jobs by replacing the approved 15,000m², 150-bed hotel with a college, health centre and health club uses, and providing 85 residential units in addition to the maximum of 200 already consented. The redesign requires replacing the hotel along Worcester Avenue and a single curved residential building running the length of Park Lane with four new buildings.

9.12 On 13th Feb 2012 LBH planning committee resolved to grant permission subject to conditions and subject to s106 legal agreement, plus Mayoral Direction and reference to Secretary of State. [to be updated as necessary]

Section 106 Agreements

9.13 The original NDP scheme was subject to a series of planning obligations secured through a Section 106 agreement:

9.13.1 Highways, transport and parking improvements on and off-site.

9.13.2 Environmental improvements.

9.13.3 Refurbishment and reuse of heritage assets.

9.13.4 Support for wider area energy scheme.

9.13.5 Employment and skills training.

9.13.6 Regeneration, inward investment and community projects.

9.13.7 Provision and funding of public space and toilets .

9.13.8 Area and street management.

9.13.9 Affordable Housing (50% provision).

9.13.10 Education financial contribution.

9.14 As a result primarily of the need to improve the overall viability of the scheme, but also to pick-up the amendments to Phases 1 and 3 of the scheme, a revised S.106 agreement was also approved at Planning Sub-Committee on 13 February 2012. The key changes are summarised in the report to Planning Sub-Committee attached as **Appendix X**.

Planning Policy Considerations

National Planning Policy

Planning Policy Statements (PPSs) and Planning Policy Guidelines (PPGs)

9.15 Relevant national planning policy is contained within the national Planning Policy Statements (PPSs) and Planning Policy Guidelines (PPGs). Of particular relevance to the development are:

9.15.1 PPS1: Delivering Sustainable Development.

9.15.2 PPS 3: Housing.

9.15.3 PPS4: Planning for Economic Development .

9.15.4 PPS10: Planning for Sustainable Waste Management.

9.15.5 PPG13: Transport.

9.15.6 PPG17: Planning for Open Space, Sport and Recreation.

9.15.7 PPS22: Renewable Energy.

9.15.8 PPG24: Planning and Noise.

Draft National Planning Policy Framework

9.16 The consultation draft National Planning Policy Framework (NNPF) (July 2011) proposes to consolidate and streamline a wide range of policy statements, circulars and guidance documents into a single concise document. It is currently at consultation stage with adoption targeted for mid 2012. This introduces a *"presumption in favour of sustainable development"* approach at the heart of the planning system, for both plan-making and decision-taking. Local planning authorities should plan positively for new development, and are encouraged to approve all individual proposals, wherever possible.

9.17 While this guidance is not yet formally part of the planning policy , it sets out the general thrust of Government Policy and is a material consideration. It will make a significant difference to planning in England, in particular by consolidating and streamlining all the existing national policy documents;

The Development Plan

9.18 The statutory development plan for the purposes of Section 38(6) of the Planning and Compulsory Purchase Act 2004 is :

9.18.1 the London Plan (July 2011); and

9.18.2 the Haringey UDP (saved policies) (adopted July 2006).

Strategic Policies of the London Plan (July 2011)

9.19 This provides strategic planning policy for all London Boroughs for the next 20- 25 years. Whilst it does not contain any specific policies for the Order Land, it does contain a range general policies which are material to the regeneration objectives of the Scheme:

9.20 The London Plan promotes London's role as a World City and the stadium redevelopment would be consistent with London Plan Policy 2.1 *("London in its Global, European and UK context")* which aims to retain and extend t London's global role as a sustainable centre for uses including culture and business.

9.21 The proposals support the strategic objectives of Policy 2.2 *("London and the Wider Metropolitan Area")* which requires the Mayor to work with local authority partners and others to align approaches and planning policy frameworks to lobby for timely and sufficient investment especially in growth areas and corridors. The aim is to realise the potential of and address the challenges - especially population and economic growth, infrastructure and climate change. Identified priorities include ensuring adequate transport and other infrastructure, "optimum development" of growth areas, shared infrastructure, promotion of public transport improvements to enhance access to key destinations, as well as integration of strategies to ensure appropriate skills training and other barriers to work are overcome.

9.22 The Proposals would also be consistent in principle with London Plan Policy 2.3 *("Growth Areas and Co-ordination Corridors ")* which seeks to identify and develop linkages across and the capacity of nationally recognised growth areas. These growth areas include the London – Stansted – Cambridge – Peterborough Growth Area which includes the NDP site. The NDP also lies within the Upper Lee Valley Opportunity Area in which strategic Policy 2.13 ("Opportunities Areas and Growth Areas") applies. This policy promotes partnership working to realise the areas' growth potential through intensification of use, provision of necessary and social infrastructure and optimal mixed use. Draft Supplementary Planning Guidance has recently been published for the Upper Lee Valley Opportunity Area and is considered below.

9.23 The proposals are also consistent in principle with Policy 2.4 of the London Plan *("The 2012 Olympic Games and their legacy")* which recognises the potential for new or improved stadia to bring forward significant regeneration benefits.

9.24 A development on this, sub-regional, scale would also be consistent with Policy 2.7 *("The Outer London Economy")* which seeks to increase economic growth above long-term outer London economic trends. This is to be achieved by strategic partnership working to identify and bring forward developments.

9.25 The GLA have accepted that the site is an appropriate location for a large stadium and that its design s appropriate in accordance with Policy 7.7 *("location and Design of Tall and Large Buildings").*

9.26 Individual elements of the development (such as the foodstore education and housing) are also supported by strategic development plan policies. The foodstore contributes to the overall regeneration benefits of the development and is supported by London Plan Policy 4.7 *(Retail and Town Centre Development);* the educational facilities are supported by Policy 3.18 ("Educational Facilities") and the housing is supported by London Plan Policy 3.8 ("Housing Choice ").

9.27 By achieving the optimum amount of housing on the site consistent with good design and providing affordable housing in line with local requirements the proposal also comply with the requirements of London Plan Policies 3.5 ("Quality and Design of Housing Developments) and 3.11 (Affordable Housing Targets)

Polices of the Haringey UDP

9.28 At a local level, the concept of a large-scale stadium-led mixed use development is embedded in the planning strategy of the Haringey UDP.

9.29 Much of the site is expressly allocated for a stadium-led development also including a mix of other uses, including housing (Proposal SSP13). The allocation includes the part of the site that fronts Tottenham High Road that falls within the North Tottenham Conservation Area but does not make any specific proposals for that part of the site.

9.30 The majority of the rest of the site is shown within one of two Defined Employment Areas (DEAs) where Policies EMP3 and EMP4 apply to protect existing employment locations for employment generating uses and allow redevelopment where it would result in an increase in the number of permanent jobs and wider regeneration benefits. These designations relate primarily to the 'N17 Studios' (also known as the 'Wingate Trading Estate').

9.31 Policy AC3 describes the redevelopment and expansion of the Tottenham Hotspur Football Club stadium as "a catalyst for prime regeneration" in the Tottenham High Road corridor.

Other Plans and Strategies

Haringey Core Strategy ('A New Plan for Haringey 2011-2026') Submission DPD and Proposals Map (Revised consultations, September 2011)

9.32 The Draft Core Strategy and Revised Proposals Map are subject of an ongoing Examination in Public, as the policies are at an advanced stage. The plan identifies the key challenges for Haringey: population change; housing; worklessness; health inequalities; climate change; high quality design; equality and inclusion; transport and rime and safety, all of which have been met in the proposals.

9.33 The proposals lie wholly within White Hart Lane and Northumberland Park Area, for which Area Priority plan for focuses on issues including :

9.33.1 improving White Hart Lane Station with local involvement;

9.33.2 achieving maximum local benefit from new developments, specifically the redevelopment of Tottenham Hotspur Football Stadium;

9.33.3 delivering employment advice and training opportunities; and

9.33.4 developing community capacity.

9.34 THFC is allocated as an area of change and the plan identifies the major opportunities in the Northumberland Park area for redevelopment and for the expansion of THFC to include a new stadium, hotel, club shop, museum, supermarket and new homes and the training and employment opportunities for residents from the scheme. These local priorities are addressed through the strategic policies in the Core Strategy, specifically; Housing; Transport; Conservation; Managing Growth; Employment; Open Space and Biodiversity; and Town Centres.

9.35 The part of the High Road included in the proposals is not designated as Town Centre, but lies within Conservation Area.

Haringey Site Allocations Development Plan Document (May 2010 consultation Draft)

9.36 [TBC]

Development Management Development Plan Document (May 2010 consultation Draft)

9.37 [TBC]

The Tottenham Draft Planning and Regeneration Vision and Key Objectives (July 2011)

9.38 [TBC]

The Draft Upper Lee Valley Opportunity Area Planning Framework (ULV OAPF) (November 2010)

9.39 The Opportunity Area is a strategic sub-regional designation for an area of around 3,884 hectares of north London running from the M25 in the north to Lea Bridge Road in the south. It covers four local authority boundaries and proposes five overarching development principles. These are:

9.39.1 opening up the Lee Valley Regional Park;

9.39.2 creating a new industrial geography ;

9.39.3 housing and mixed-use development in the growth areas;

9.39.4 new sustainable low carbon mixed-use communities; and

9.39.5 connecting existing communities to opportunities.

9.40 Growth within the opportunity area is focused in four areas, including the A1010 corridor, within which Northumberland Park and Tottenham Hotspur are allocated as a "growth area".

9.41 Of particular relevance is the objective to improve employment premises, focussing on key sites and business sectors. The employment land included within the proposals is shown as Locally Significant Industrial Land which is identified for release (fig 2.12). The masterplan for THFC is shown as a proposal and estimated to provide 1370 new jobs and200 new homes.

Early Minor Alteration to the London Plan

9.42 The Mayor has published for public consultation proposals for early minor alterations to the London Plan on 6th February These deal with changes to Government policy and other developments which happened too late to be included in the London Plan (July 2011). Several are relevant to the proposals:

9.42.1 Provision to change to the Plan once the final National Planning Policy Framework is published.

9.42.2 Change policies 3.8-3.13 (affordable housing) to include the Government's new 'affordable rent' product within the definition of 'affordable housing" .

9.42.3 A new approach to setting targets for affordable housing in development frameworks, based on the London Housing Strategy its indicative rent guidelines for the new affordable housing product (revised policy 3.11).

9.42.4 Revise Policy 3.12 to give a clear preference to on-site provision, with off-site next and money payments in lieu third.

9.42.5 Revised cycle parking standards.

Regeneration Strategies

9.43 Tottenham High Road and the Northumberland Park Ward are indentified as a priority for regeneration in a series of planning, regeneration and neighbourhood renewal strategies produced by LB Haringey, including the Haringey City Growth Strategy, the Tottenham High Road Strategy, Narrowing the Gap: Haringey Neighbourhood Renewal Strategy, Haringey Employment Partnership Employment and Skills Strategy and the Haringey Regeneration Strategy. The High Road Strategy identifies the redevelopment of the stadium as a major opportunity to support wider regeneration and the Regeneration Strategy describes redevelopment as a major gateway project for the Borough.

Haringey's Regeneration Strategy (2008)

9.44 This contains a number of key priorities which seek to position key developments in the Borough to ensure they create jobs for local people; reduce worklessness; and ensure mainstream services are provided. In terms of major place-making schemes, Haringey is considered to include several major projects, in particular by "maximising gateway opportunities centred on Tottenham Hotspur FC to the north of the High Road". Such projects are considered pivotal in maximising the potential of cultural landmarks, and ensuring that those neighbourhoods in Haringey that suffer long term poverty and deprivation are linked and integrated to create places in which people want to live and stay.

9.45 In addition to protecting the employment opportunities that existing on the site, the Club will be creating a significant number and range of employment opportunities though the construction and operation of the scheme

9.46 A full schedule of all relevant planning policies is attached as **Appendix X**.

Key Consultees

9.47 There has been consistent support from most consultees since the initial NDP application in 2009 for the redevelopment and the wider area regeneration as summarised below.

9.48 Mayor of London - strong strategic policy support both in the London Plan and more recent Draft Upper Lee Valley OAPF; whilst generally supporting the urban design and architecture of the scheme, also expressed reservations about detailed design; they no longer have any outstanding objections to the proposals following referral of the applications to them and some design modifications.

9.49 LB Enfield – sees significant regeneration benefits, including for Enfield residents.

9.50 English Heritage – the proposals respond directly to the comments received on early applications. They now give in principle support to the proposals, as the needs of the Club can be met on site.

9.51 CABE - whilst commending many aspects of the masterplan and of the detailed scheme design, expressed reservations in particular about the approach adopted to the southern part of the site and about the potential residential quality of the housing and of "Stadium Square". Their design comments on the initial schemes have addressed and the proposals are now welcomed.

9.52 Tottenham Conservation Area Advisory Committee expressed in principle support.

9.53 The Victorian Society acknowledged the need and in principle support for the development and the opportunities that if offers for Haringey.

9.54 The local community expressed substantial public support.

9.55 Section 10 (Special Considerations) of this Statement of Reasons deals specifically with impact of the Proposals on heritage assets. The remaining planning issues are summarised below.

Planning Issues

9.56 Although the consultation process on the earlier NDP application revealed widespread support for the principle of the development and for the benefits of the scheme, it also identified a series of planning issues. They may be summarised as follows.

Principle of Development

9.57 Policies in PPS1, PPS3 and the London Plan encourage development on previously used land to encourage sustainable development criteria and to promote regeneration in areas of need. Objective 6 of the London Plan (2011) emphasises the need to make London a more attractive, well-designed and green city. London Plan Policy 1.1 (Delivering the Strategic Vision and Objectives for London) states the objective of managing growth and change to realise the vision for sustainable development in London.

9.58 The UDP and Draft Core Strategy seeks to: focus high density development in appropriate locations; promote provision for mixed community by achieving a balance between housing, jobs and social infrastructure; and, maximising the use of previously developed land whilst considering the principles of sustainable development.

9.59 The general thrust of national, regional and local policy is to secure sustainable patterns of development and regeneration through the efficient re-use of previously developed urban land, concentrating development at accessible locations and transport nodes

9.60 The Government has recently issued a presumption in favour of sustainable development which requires that Local Planning Authorities plan positively for new development, and are encouraged to approve all individual proposals, wherever possible.

9.61 The redevelopment of the stadium site in an efficient manner to met the needs of THFC and as a catalyst for the regeneration of the area accords with guidance in PPS1 and PPS3 as well as the objectives of the London Plan and Haringey's UDP. .

Tall buildings/view

9.62 London Plan (2011) policy 7.7, which relates to the specific design issues associated with tall and large-scale buildings, are of particular relevance to the proposed scheme. This policy sets out specific additional design requirements for tall and large-scale buildings, which are defined as buildings that are significantly taller than their surroundings and/or have a significant impact on the skyline and are larger than the threshold sizes set for the referral of planning applications to the Mayor.

9.63 The proposal contains tall buildings, which are defined within paragraph 7.25 of the London Plan as those that are significantly taller than their skyline. The NDP proposals are for a major new stadium and a number of tall buildings in the southern development (Phase 3). The May 2010 application included an assessment of the impact of the tall buildings on the retained heritage assets and in granting permission both the GLA and LBH considered this impact to be acceptable , when the principle of tall buildings on this site was established. The matter was reviewed as part of the consideration of the in the southern development.

Loss of industrial land and employment

9.64 The site for the northern development was originally allocated in the Haringey UDP as a Defined Employment Area, earmarked fro the protection of employment-generating uses. The vast majority (90%) of the old industrial units have, however, been demolished and some 70% the tenants relocated within two miles of the site, or elsewhere within the Tottenham area under a strategy agreed between Haringey Council and Tottenham Hotspur Football Club.

9.65 As such, there is little or no industrial employment to be lost from the site or the area. The GLA have concluded that current proposals are expected to deliver sufficient, albeit non-industrial, employment to outweigh any loss of jobs and opportunities from the site.

Affordable Housing and Housing Mix

9.66 The amount of housing varied between the three submissions, reducing from 434 (Oct 2009) to a maximum of 200 (May 2010) to respond to consequential scheme amendments arising from the retention of four additional heritage assets; secondly, to provide an improved mix of units; and thirdly to enable higher amenity standards to be achieved. The latter reason partly in response to the Mayor's Interim Housing Supplementary Planning Guidance (April 2010).

9.67 The housing component of the revised NDP scheme that underpins the CPO is 285 new homes. This will make a significant contribution to the annual London-wide target of 32,210 homes between 2011 and 2021 (Policy 3.3) and Haringey-wide target of 820 new homes per annum (LP Table 3.1) . It also responds to the Haringey UDP indicative housing capacity of 500 new homes across the allocated site (Policy SSP13 and Table 4.1).

9.68 The 2007 Housing Needs Assessment for Haringey identifies some significant housing issues:

9.68.1 20.9% of household are living in unsuitable accommodation (mainly overcrowding);

9.68.2 just under half of households are owner-occupied with around 30% living in social rented accommodation;

9.68.3 all 19 Wards within Haringey have a shortage of affordable housing; the acutest need is for larger, family housing although the greatest numerical need is for two bedroom homes; and

9.68.4 the mean average gross annual income is £33,301.

9.69 Haringey's adopted Housing Supplementary Planning Document (SPD) (October 2008) provides guidance on the mix of both market and affordable housing. The SPD recommends the following mix for market housing:

No. Bedrooms	Percentage Mix
1	37
2	30
3	22
4+	11

9.70 The SPD recommends the following mix for affordable housing:

No. Bedrooms	Percentage Mix
1	19
2	26
3	27
4+	28

9.71 The revised NDP scheme indicative is based upon the averages of these mixes as it assumes an approximate split of 50% market and 50% affordable by habitable room:

No. Bedrooms	Percentage Mix
1	28
2	28
3	24.5
4+	19.5

9.72 Unit sizes have been designed to meet the standards laid down in the Mayor's Interim Housing Guidance

9.73 London Plan Policy 3.12 requires borough councils to seek the maximum reasonable amount of affordable housing when negotiating on individual private residential and mixed-use schemes. In doing so each council should have regard to its own overall target for the amount of affordable housing provision. This target should take account of the requirements of London Plan Policy 3.11, which include the strategic target that 60% of new affordable housing should be for social rent and 40% for intermediate rent or sale. The Mayor has published an early minor alteration to the London Plan to address the introduction of affordable rent, with further guidance set out in a draft Affordable Rent SPG. With regard to tenure split the Mayor's position is that both social rent and affordable rent should be included within the 60%.

9.74 While the Mayor has set a strategic investment benchmark that across the affordable rent programme as a whole rents should average 65% of market rents, this is an average investment output benchmark for this spending round and not a planning policy target to be applied to negotiations on individual schemes.

9.75 Policy 3.12 is supported by paragraph 3.71, which urges borough councils to take account of economic viability when estimating the appropriate amount of affordable provision. The 'Three Dragons' development control toolkit or other recognised appraisal methodology is recommended for this purpose. The results of a toolkit appraisal might need to be independently verified. Paragraph 3.75 highlights the potential need for re-appraising the viability of schemes prior to implementation.

9.76 Policy SP2 of Haringey Council's emerging Core Strategy DPD, which was subject to an Examination in Public in June/July 2011, requires sites capable of delivering ten or more units to meet a borough-wide target of 50%, based on habitable rooms; with a tenure split of 70% social rented and 30% intermediate housing. However, the strategy goes on to clarify that the Council would seek to achieve the maximum reasonable proportion of affordable housing by negotiating legal agreements on all suitable sites. In particular, affordable housing should be provided on site so that it contributes to the local and strategic objective of creating more mixed communities and avoids creating concentrations of deprivation. As previously noted, this is particularly relevant to the current application site and its locality.

9.77 All the homes proposed in the revised scheme would be available for sale on the open market, although the broad tenure mix of the scheme was still subject to negotiation between the THFC, the Council and the GLA. The lack of an affordable housing contribution would quite clearly be contrary to the London Plan,

unless it can be justified on the basis of a robust appraisal of financial viability, submitted to and independently reviewed on behalf of both planning authorities; especially given that the approved scheme proposed 50% of the 200 units as affordable housing on a 70:30 split of social rented to intermediate tenure and of which 44% were three or four bedroom units suitable for family occupation. THFC has provided viability information which has been independently assessment on behalf of the Council.

9.78 The Council recognises in justification of its emerging Core Strategy policy SP2 that there may be physical or other circumstances where an off-site provision of affordable housing would be preferable or of superior quality to that which could be provided on site. It notes, however, that off-site provision misses the opportunity to create mixed and balanced communities and would therefore, only be acceptable where the Council is satisfied that the preferred unit mix and tenure cannot be provided on site.

9.79 The Council goes on to indicate that where it considers it appropriate to provide the affordable housing off-site, a higher proportion of affordable housing would be sought to reflect the fact that the development achieved 100% private housing on the initial site. Both sites should be considered for the purpose of calculating the affordable housing to be provided, in order to ensure delivery of 50% affordable housing by habitable room across the two sites. Since the ratio of affordable housing to market housing provided on site would be 1:1, the Council would request 100% of the habitable rooms delivered on an alternative site to be affordable.

Open Space/Play and Recreation Space

9.80 The proposal meets or exceed the open space requirements of GLA/CABE Open Space Strategies Best Practice Guidance (2009) as well as the requirements of the Haringey Housing SPD. They also meet the play space and recreational requirements of Haringey's Haringey Local Open Space and Recreations Standards SPD (June 2008) and the GLA's Supplementary Planning Guidance on Providing for Children and Young People's Play and Informal Recreation (2008).

Density

9.81 The net residential density of the proposals is over 400 units/ha. This is consistent with the London Plan Table 3.2 Sustainable Residential Quality density matrix range of 200-700 units/ha for a scheme in an urban setting with a public transport accessibility index of 4 and similarly consistent with the Haringey SPD, which mirrors it.

Car Parking

9.82 The approved NDP scheme proposals incorporate 130 car parking spaces at a ratio of 0.65 spaces per unit. This is consistent with both London Plan and Haringey UDP standards. [TBC for revised scheme.]

9.83 The revised NDP proposals therefore comply with the policies of the London Plan, the Haringey Unitary Development Plan and Government policy for housing,

Transport

9.84 Detailed match day (event day) and non-match day transport assessments supported by a series of travel plans for each element of the development accompany the revised NDP application and have been the subject of extensive, detailed discussions with Transport for London, London Borough of Haringey and other stakeholders such as transport operators and neighbouring London Boroughs over an extended period.

9.85 The assessments demonstrate that the transport network can accommodate the development with limited interventions (in terms of highway junction improvements, new crossing facilities, enhanced footways, new and relocated bus facilities etc) subject to rigorous transport plans backed up by robust planning conditions and obligations.

9.86 The transport strategy for the proposals, based upon making full use of existing infrastructure and capacity and encouraging closer integration of transport and is wholly in line with the strategic policies of the Mayor of London set out in the London Plan (including Policies 6.1, 6.2, 6.3 (others ??)) and with the policies of London Borough of Haringey for the local area

9.87 When the Mayor of London provided formal "Stage One" comments on the application, Transport for London had not concluded its assessment of the comprehensive transport information submitted with the application and so reserved its position on most transport issues, leaving the Mayor to identify potential conflict with the London Plan under a number of headings.

Retail development/the impact on local town centres

9.88 The proposed foodstore would be situated on the edge of the rather ill-defined Bruce Grove/Tottenham High Road (district) town centre, as indicated in Annex 2 (table A2) of the London Plan. The GLA consider that the linear and almost continuous parade of retail and other town centre uses along that stretch justifies its description as a part of the town centre in emerging policy documents.

9.89 The Council's 2008 Retail Study, commissioned to provide the evidence base for its local development framework, identified a need for additional retail floorspace within the borough and established that residents in the vicinity of proposals travelled further afield for their main weekly food shopping, with no large supermarkets or food superstores in the locality except a Sainsbury store located north-west of the site, close to the borough boundary, and three small food stores in Bruce Grove to the south.

9.90 The principle of a major retail development of the site was accepted by the granting of planning permission for the stadium and NDP. Both the GLA and LBH consider that there have been no material changes within the town centre, by way of recently available large sites, or the arrival of an alternative major retail operator in the area since planning permission was granted, to affect the likely impact of the proposed store on existing local centres.

9.91 The test of appropriateness for the proposed foodstore is provided by PPS4 '*Planning for Sustainable Economic Growth'*; which aim to encourage sustainable economic development. The GLA confirm that the retail element meets and is justified on all of the grounds in PPS 4:

9.91.1 It is easily accessible in terms of public transport and the potential for linked trips by surrounding residents without access to a car to travel further afield.

9.91.2 It would fulfil an established need for an anchor foodstore in that area of Tottenham.

9.91.3 It fulfils the sequential location test by reason of its position on the edge of an established district centre ad the lack of an alternative, suitable and available site within the existing centres.

9.91.4 It would support the regeneration objectives of the locality with the creation of 430 jobs (or a net equivalent of 370 jobs).

9.91.5 It is unlikely to impact adversely on the vitality and viability of other town centres in the relevant catchment area.

9.92 The GLA have confirmed that retail proposal is also supported by London Plan policies 2.15 (*Town Centres)*, 4.7 (*Retail and town centre development*) and 4.8 (*Supporting a successful and diverse retail sector*).

Inclusive design and access

9.93 London Plan (policy 7.2) requires all new development to meet the highest standards of accessibility and inclusion; to exceed the minimum requirements of the Building Regulations and to ensure from the outset that the design process takes all potential users of the proposed places and spaces into consideration, including disabled and deaf people, older people, children and young people. This, together with the Supplementary Planning Guidance '*Accessible London: achieving an inclusive environment',* underpins the aim of accessible design and inclusive environment across London.

9.94 The Access Plan s that supported the NDP applications have demonstrated to the satisfaction of the GLA and LBH that the principles of inclusive design and accessibility have been integrated into the proposed development, best practice standards such as BS8300:2009 have been complied with, and how inclusion would be maintained and managed. Key matters:

9.94.1 DDA routes for pedestrians, cars and emergency vehicles, as well as the position of entrance points into the residential, health centre/college and heath club uses. This is especially welcomed.

9.94.2 The statement recognises that shared vehicle/pedestrian spaces, such as that proposed on Worcester Avenue, could disadvantage blind and partially sighted people; it therefore makes provision for clearly designated 'safe space' for pedestrian use.

9.94.3 Residential units would be designed to Lifetime Homes standards , 10% wheelchair accessible.

9.94.4 'Blue Badge' parking spaces near to the lift cores.

9.94.5 High priority to pedestrian and cycle accessibility, linking an internal network of footpaths and cycle ways to the existing network off- site.

Other Detailed Planning Issues

9.95 More detailed comments on matters concerned with planning standards for open space and formal recreation provision, education provision, and detailed aspects of scheme design were also set out by consultees and the general public.

Foodstore Elevation

9.96 The Mayor of London commented the May 2010 submission that the Northumberland Park elevation of the proposed foodstore lacked interest over part of its length. The proposals have addressed this and extend the "live" frontage , adding greater architectural interest at street level and on the upper floors.

Foodstore Roof

9.97 The Mayor of London and CABE expressed disappointment that more use had not been made of the space above the foodstore, arguing that the full potential of the site was not being achieved. The proposals respond in two ways. First, more efficient use is made of the area to accommodate Club offices, accessed from the stadium podium. Secondly, a "sky bar" has been introduced at roof level, accessed from the stadium by a bridge spanning the podium, creating additional architectural interest to the north of the stadium and providing a new facility to attract activity connected with the use of the stadium on match days and non-match days.

9.98 The remainder of the building roof will be greened. The hotel and residential buildings will similarly accommodate green roofs.

Sustainability

9.99 The Mayor of London in his Stage One comments on the May 2009 application noted that it complied with the strategic policies of the London Plan for combating climate change and for renewable energy, subject to the need for additional information on certain issues

9.100 Since then the Government has published PPS 4 which requires Local Planning Authorities to give favourable consideration to proposals for "sustainable economic development" (Policy EC10.1) identifying five criteria relevant to all economic development proposals (Policy EC10.2). They concern:

9.100.1 whether the development has been planned over its lifetime to minimise carbon dioxide emissions and minimise vulnerability to and increase resilience to climate change;

9.100.2 accessibility and traffic management;

9.100.3 design quality and whether opportunities have been taken to improve the character of the area;

9.100.4 impact on physical and economic regeneration and social inclusion; and

9.100.5 impact on local employment.

9.101 Dealing briefly with each in turn.

9.102 The sustainability appraisal submitted with the application describes the approach that has been taken in the context of the specific strategic and local policies of the London Plan and Haringey UDP. The Mayor of London has commented specifically that the development would comply with the policies of the London Plan in this regard.

9.103 The transport strategy for the development is based upon the accessibility of the site and incorporates measures to optimise the use of non-car modes for trips associated with every aspect of the development on match days and non-match days. The foodstore is a particular feature of the development that would contribute to more sustainable travel patterns, avoiding the need for people living locally to undertake long trips to shopping facilities outside the area and increasing the opportunity for linked shopping trips with local businesses, adding to the regenerative effects of the development by providing an anchor for "Tottenham's Town Centre".

9.104 The development would have a substantial positive impact on the physical and economic regeneration of the area and support national and local policies to promote social inclusion.

9.105 The development would have a significant positive impact on local employment whilst ensuring that as far as possible any business displaced from the site are successfully relocated within the local area.

9.106 The development is sustainable economic development for the purposes of PPS 4 and should therefore benefit from the favourable consideration that PPS 4 requires to be given in such cases.

9.107 A full assessment of the Proposals against relevant development plan policies, national Planning Policy Guidance and Statements and Supplementary Planning Documents is attached at **Appendix X**.

SPECIAL CONSIDERATIONS

The Policy Context

10.1 The London Plan sets out a series of design principles and promotes world class architecture and design. In summary the policies require that the buildings and structures should:

10.1.1 Maximise the potential of sites;

10.1.2 Promote high quality inclusive design;

10.1.3 Respect local context in terms of scale, composition and orientation

10.1.4 Respect the amenity of surrounding buildings, particularly important for tall buildings

10.1.5 Provide high quality space

10.1.6 Be adaptable to different activities and land uses; and

10.1.7 Provide for or enhance a mix of uses.

10.2 Specifically Policy 7.1 *(Building London's Neighbourhoods and Communities")* highlights the need for good quality environments in local communities and access to services, infrastructure and public transport. Layout, tenure and mix should reflect the wider context of development and improve access to infrastructure, employment opportunities, commercial services and public transport. Development should enable people to live healthy, active lives, maximise the opportunity for cultural diversity, inclusion and cohesion, and contribute to a sense of place, safety and security. Places should be designed to meet the needs of communities and neighbourhoods.

10.3 Policy 7.4 (*"Local Character")* requires developments to have regard to form, function and structure of an area, place or street and the scale, mass and orientation of surrounding buildings, improving connections. Development should build on the positive aspects of an area where character is ill-defined and reflect the surrounding historic character.

10.4 Policy 7.5 ("*Public Realm")* require public spaces to be secure, accessible, inclusive, connected, easy to understand and maintain, relate to local context , and incorporate the highest quality design, landscaping, planting, street furniture and surfaces.

10.5 Policy 7.6 (*" Architecture")* states that architecture should make a positive contribution to the public realm and streetscape and incorporate the highest quality materials and design appropriate to its context, reflecting surrounding proportion, scale and orientation Buildings should not cause harm to the amenity of surrounding buildings, be adaptable and meet the principles of inclusive design.

10.6 Policy 7.7 ("*Location and Design of Large and Tall Buildings")* provides the location of large and tall buildings should be considered as part of a plan-led approach to changing or developing an area, identifying appropriate location. Relevant criteria for making planning decisions are that they should be located in areas of intensification with good access to public transport, in areas, where the character will not be adversely affected by the scale mass or bulk of a large building , relate to the form and character of the urban grain and surrounding buildings , have an active ground floor, help to enhance the permeability of the area and make a significant contribution to local regeneration.

10.7 The London Plan sets out a suite of policies for heritage assets and archaeology (Policy 7.8) and heritage led regeneration (policy 7.9), where the emphasis is upon the re-use (where possible) of heritage assets in a way that supports economic development and regeneration and allows development to be accommodated in a sustainable manner.

10.8 Policy 7.8 protects local heritage assets and the historic environment and development affecting such assets should respect their form, scale and materials

10.9 A similar approach is set out in the saved policies of the Haringey UDP which promote good design both in general (Policies G1, G2 and UD4) and in terms of specific design and amenity considerations (Policies UD3 and UD6). The policies also encompass the built heritage, largely replicating national policies for heritage assets such as Listed Buildings and Conservation Areas whilst also establishing a local list of unlisted buildings of particular interest (Policies CSV1 to CSV7).

10.10 Relevant national planning policies are set out in PPS 1, PPS 3, PPS 4 and PPS 5

The Proposals

10.11 Changes to the design of the original development in response to the comments made. They focus upon the southern section of the development and on the design of the stadium as it addresses the High Road. The changes have altered the development mix. In particular, the amount of residential accommodation has been significantly reduced, but the amount of accommodation given over to economic development has been sustained – and in certain cases slightly increased – so that the regeneration and economic development benefits of the development are largely as before.

10.12 The principal planning implications of the changes to the design are in respect of the conservation balance offered by the development. There are also some implications in respect of planning standards (i.e. compliance with strategic and local policies for residential space standards, open space and formal recreation provision) which we deal with later (under the heading “miscellaneous”).

Effects on Designated Heritage Assets

10.13 The proposals involve the demolition of one Grade II listed building (774 High Road, “Fletcher House”) and the following unlisted buildings within the Conservation Area that are either “locally listed” or otherwise identified as contributing to the character and appearance of the area: 742 High Road; 752 a, b and c High Road; 754-766 High Road; 806a High Road; Paxton Hall; and 2-6 Northumberland Park.

10.14 The following buildings that are identified as detracting from the character and appearance of the Conservation Area are also proposed to be demolished: 734-740 High Road; 744a High Road; 768-772 High Road776 High Road; and 778-788 High Road.

10.15 One Grade II listed building (744 High Road, “Warmington House”) is to be retained, refurbished and brought into permanent use directly as part of the revised NDP scheme.

10.16 Three locally listed buildings identified as contributing positively to the character and appearance of the Conservation Area are to be retained, refurbished and brought into permanent use directly as part of the scheme. They are: 746 High Road (“The Tottenham and Edmonton Dispensary”); 748 High Road (“The Red House Coffee Palace”); and 750 High Road (“The White Hart”).

10.17 A series of other heritage assets, including listed buildings and locally listed buildings in the ownership of the Club are also to be the subject of repairs, refurbishment and other improvements in conjunction with the NDP scheme. They are as follows:

10.18 796 High Road (Percy House), a Grade II* listed building, which it is proposed to repair and refurbish so that the building can be actively marketed and put back into use on a long-term basis.

10.19 797 High Road, a Grade II listed building, where is it propose to carry out structural repairs, weather and damp-proofing, mechanical services improvements and presentational improvements (e.g. to boundaries and internal joinery).

10.20 800 High Road, also a Grade II listed building, where similar works are proposed.

10.21 802 High Road, again a Grade II listed building, where once again, similar works are proposed.

10.22 810 High Road, a Grade II* listed building which has already been the subject of a programme of repairs and improvements funded by English Heritage (working with the local Building Preservation Trust). The Club would build on the investment already made so that the building could be used for a period of at least seven years for the Tottenham Hotspur Foundation during the development period and then offered to other occupiers after that time.

10.23 820 High Road, a Grade II listed building, where works are proposed including the reinstatement of the 19th century shop front.

10.24 822 High Road, also a Grade II listed building, where repair and refurbishment work is proposed.

10.25 It is proposed that these works would be secured by appropriate Section 106 Planning Obligations .

10.26 The applicant had previously proposed the creation of a new Townscape Heritage Initiative so that the benefits of the development for the Conservation Area as a whole could be optimised. The Tottenham Townscape Heritage Initiative (TTHI) would be operated by the Council in consultation with English Heritage in accordance with a set of objectives that would be derived from the Tottenham High Road Conservation Area Appraisal 2009 with initial funding to "kick start" the initiative provided by the Club.

10.27 The revised NDP scheme secures more direct conservation benefits than before, not least because the long term futures of four buildings previously proposed for demolition will now be secured. The applicant considers that there is still value in the concept of a TTHI and is willing to commit funding to the start-up stage.

The Conservation Balance

10.28 The statutory Development Plan promotes large-scale change on and around the site in the interests of social and economic regeneration and embodies proposals for a stadium-led mixed use development encompassing the parts of the site fronting Tottenham High Road, within the North Tottenham Conservation Area. As Conservation Principles acknowledges, change to heritage assets and their settings is inevitable and the challenge is to accommodate change in ways that sustain heritage value in the interests of future generations.

10.29 That broad approach is translated into a sequence of development management policies in PPS 5 which require a *"clear and convincing"* justification to be made for the loss of any heritage asset, with the loss of Grade II Listed Buildings allowed only exceptionally (Policy HE 9.1) where, inter alia, the loss is necessary to deliver substantial public benefits that outweigh that loss (Policy HE 9.2(1)).

10.30 Following a detail assessment of the significance of 774 High Road (Fletcher House) and a number of unlisted buildings as part of the planning applications, demolition is accepted the optimum design response, if as the majority of statutory and non-statutory consultees accept, the principle of a stadium on this site, its size and its siting within the site is established.

10.31 Similarly, an assessment of the significance of the heritage assets that are to be retained and in varying degrees refurbished and restored to permanent uses was also consider the effects of the development upon the character and appearance of the Conservation Area as a whole.

10.32 Together, these assessments demonstrated that:

10.32.1 the effects of the development on the Conservation Area as a whole are positive;

10.32.2 the "conservation balance" offered by the development is favourable; and

10.32.3 the loss of heritage assets is justified, if the development is to be delivered.

10.33 For the purposes of PPS 5, that leaves whether the benefits of the development in the public interest are substantial and outweigh that loss.

The Benefits of the Development

10.34 In this case the benefits of the development are best considered by reference to the planning policies and objectives for the area which embody support for the redevelopment of the existing stadium because of the role which a scheme of an appropriate character and scale can perform in contributing directly to the regeneration of the area and as a catalyst to further investment in wider regeneration over time.

10.35 The Club is an important element and potent symbol for the area, giving Tottenham a place on the national and international stage. The heritage of the Club is intrinsically linked with the heritage of the site that has been its home for over a century. It is a significant benefit of the development that it enables the shared heritage to be maintained and to do so in a way that leads to an overall benefit in conservation terms. The revised NDP scheme will also generate significant cultural heritage benefits through the retention, refurbishment and reuse of a number of heritage assets.

10.36 The stadium and the mix of uses associated with it would not only secure the existing social, economic and cultural relationship between the Club and the surrounding area but add to the Club's economic development contribution by creating new employment through a mix of mutually supporting uses that would also create spin-off benefits for local businesses by anchoring "Tottenham's Town Centre".

10.37 The new south podium will provide a major new civic space connected to the surrounding area by high quality public realm. It would provide a new, active public focus for the community managed actively in the interests of the community.

10.38 A planning obligation to regulate the management of the south podium in the interests of the community is proposed. A draft programme of events for a typical year has been prepared and is included in Appendix C. It shows the enormous potential of the new public space to host activities catering for the interests of every section of the community whilst also supporting some of the important educational, social and cultural initiatives being pursued by the Council and its partners.

10.39 The development will create a platform for the work of the Tottenham Hotspur Foundation in Haringey to be put on a new footing. The new accommodation proposed for the Foundation as part of the scheme will enhance its capacity to undertake programmes in all of its core areas. In addition it is proposed to establish a consultative panel consisting of representatives of the Foundation, the Council and other stakeholders to oversee the Foundation's work in Haringey and ensure that its activities are targeted effectively in Northumberland Park Ward and in other areas of need close to the site.

10.40 Finally, so that local people closest to the site can participate in the new stadium it is proposed to give priority in the allocation of 5,000 tickets for each home game to local residents.

10.41 The proposals therefore comply with the policies of the London Plan, the Haringey UDP and Government policy for design and heritage.

10.0 VIEWS EXPRESSED BY GOVERNMENT DEPARTMENTS

11.1 On 30 September 2010 LBH (as local planning authority) resolved to grant conditional planning permission; listed building consent and conservation area consent subject to referral to the Mayor of London under the Town and Country Planning Act 1990 (as amended), Greater London Authority Acts 1999 and 2007 and the Town and Country Planning (Mayor of London) Order 2008; referral to the Secretary of State for Communities and Local Government under the Town and Country Planning (Consultation) (England) Direction 2009; and referral to English Heritage under the Planning (Listed Building and Conservation Areas) Act 1990.

11.2 The Secretary of State has decided not to recover jurisdiction of the application. His letter is attached at **Appendix X**.

11.3 [Update to include Phase 1/3 referrals]

11.0 ADDITIONAL INFORMATION [LBH TBC]

12.1 The Council intend to set up a website for all the information related to the CPO and scheme. As documents are published they will be added to the website. The weblinks will be on this page. In additional the following will be given as contacts: Planning contact for NDP Scheme (name, address, tel, e-mail), (CPO Property contact), (Legal contact)]

12.0 RELATED ORDERS

Road Closure Orders

13.1 There are a number of roads within the NDP site that require a Road Closure Order to enable the scheme to proceed; they are listed in Section 3 of this Statement of Reasons. LBH approved a Stopping Up Order on 30 September 2010. [TBC re potential additional area]

Statutory Undertakers Orders

13.2 The Order Lands also include land owned by statutory undertakes, as set out in the Land Referencing Schedule (**Appendix X**) and Order Plan (**Appendix X**). It is intended that the Order will include this land, providing statutory undertakers with a separate and additional power to make representations on the Order to the Minister responsible for their undertaking, in accordance with Section 16 of the Acquisition of land Act 1981 (as amended).

13.0 HUMAN RIGHTS [LBH TBC]

14.1 The Human Rights Act 1998 requires *inter alia* a public body to act in a manner that is compatible with the Convention for the Protection of Human Rights and Fundamental Freedoms (the "Convention").

14.2 Articles 1, 6 and 8 of the First Protocol are relevant to compulsory purchase. Article 1 provides:

"Every natural of legal person etc…[TBC]

14.3 Article 8 provides:

"(1) Everyone has the right to respect etc…[TBC]"

14.4 Article 6 provides:

"In determining his civil rights and obligations etc…[TBC]"

14.5 This Order has been made pursuant to S.226 of the Town and Country Planning Act 1990 (as amended by S.99 of the Planning and Compulsory Purchase Act 2004), which provides the Council with compulsory purchase powers. In making the Order, the Council has followed the procedures set out in the Acquisition of Land Act 1981.

14.6 The Order has been made as the Council believes there is a compelling case in the public interest to exercise its compulsory purchase powers in order to meet the purposes described in this Statement

14.7 If persons with a qualifying interest object to the making of the Order, an inquiry will be triggered. The inquiry will be conducted by an inspector appointed by the Secretary of State and will be conducted in accordance with [X] Rules. The inquiry will afford such persons with the opportunity to present their objection to the inquiry. If the Secretary of State confirms the Order, appropriate compensation may be claimed by affected parties, i.e. those whose property or rights have been acquired, or whose possession of land has been disturbed

14.8 Accordingly, if the Order is confirmed, the compulsory acquisition of the Order land will not conflict with Articles 1, 6 and 8 of the First Protocol of the Convention.

14.0 EQUALITIES IMPACT ASSESSMENT

14.1 An Equalities Impact Assessment (EqIA) of The London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012 for the purposes of meeting its obligations under the Section 149 of the Equality Act 2010 has been completed and is included in Appendix 3. This requires the Council to have due regard to the need to:

14.1.1 eliminate discrimination, harassment and victimisation of persons protected under that Act (protected characteristics);

14.1.2 advance equality of opportunity for protected characteristics; and

14.1.3 foster good relations between groups who share a protected characteristic and those that do not share that characteristic.

Agenda Item 13

Haringey Council

Report for:	**Cabinet – 20th March 2012**	**Item Number:**	

Title:	**Northumberland Development Project Tottenham – Land Agreement between THFC and the Council**

Report Authorised by:	**Lyn Garner - Director Place and Sustainability**

Lead Officers:	**Dinesh Kotecha – Head of Corporate Property Services** Tel: 020 8489 2101 e-mail: dinesh.kotecha@haringey.gov.uk

Ward(s) affected: Northumberland Park	**Report for Key Decision**

1. Describe the issue under consideration

1.1 This report follows on from the earlier report on this Agenda concerning the proposed London Borough of Haringey (Northumberland Development Project) Compulsory Purchase Order 2012. This report only needs to be considered if a resolution to make a CPO is decided by Cabinet.

1.2 This report sets out the proposed Heads of Terms of a Land Agreement between Tottenham Football Club (THFC) and the Council (LBH), which includes the following matters:

- **Indemnity for Land Transfers from LBH to THFC** - Further indemnity from THFC to the Council associated with the transfer of land and rights to be acquired under the Compulsory Purchase Order (CPO). This may take the form of a supplementary agreement to the CPO indemnity agreement already entered into by the Council.

- **Disposal of Land and Rights acquired under the CPO** - The terms under which the Council will transfer land and rights that have been acquired under the CPO to THFC to ensure that land is used for the purposes of the scheme.

- **Disposal of Council owned land** - The terms under which the Council will transfer it's own land to ensure that land is used for the purposes of the scheme. The Council's land is shown on the plan in Appendix 2 and is known as "Wingate Industrial Estate" and is required for the New Stadium.

1.3 This report seeks Members approval to enter into the Land Agreement on the general terms outlined in Appendix 3 and delegated authority to Officers to negotiate and finalize the Heads of Terms and complete the agreement(s).

2. Introduction by Cabinet Member for Finance and Carbon Reduction

2.1 This report flows from the earlier report on this agenda concerning the making of a CPO resolution to support the redevelopment proposals include a new football stadium for THFC with increased spectator capacity, a food superstore, hotel and residential development as well as associated office and public space.

2.2 Critically, the development proposals present an opportunity for the Council's strategic regeneration goals to be realised in what is acknowledged and recognised as part of the Borough which suffers from endemic socio-economic deprivation and environmental degradation.

2.3 Members are asked to support the recommendations of this report to enable officers to finalise the Heads of Terms for a further indemnity agreement and land agreement with between the Council and THFC for the NDP scheme.

3. Recommendations

3.1 Agree to approve the Council entering into a Land Agreement or such other agreements that are necessary under the Heads of Terms described in Appendix 3.

3.2 Agree to delegate the final terms of the agreements to the Head of Corporate Property Services in consultation with the Director of Place & Sustainability, Chief Finance Officer and Head of Legal Services.

4. Other options considered

4.1 Option A – Do nothing.

4.2 The regeneration of the area and the implementation of the scheme will not be possible.

4.3 Option B – Dispose of the Council's land on the open market

4.4 Selling the land on the open market will not achieve the objective of regenerating the area and will prevent the scheme being implemented. THFC are a special purchaser due to their adjoining land interest and the Council's requirement to see a comprehensive regeneration of the area. They are funding the land acquisitions and compensation payments under the CPO at market value under the terms of an indemnity agreement in accordance with statutory compensation rules. THFC will enter into a further indemnity agreement and land agreement to give the Council the re-assurance it needs on any land transfers being used for a New Stadium and associated enabling development.

5.0 Background Information

5.1 The Council entered into an indemnity agreement with the Club in June 2011 under the delegated authority of the Leader of the Council. As the first in the process, the terms of that indemnity agreement concerned the preparation and making of a Compulsory Purchase Order (CPO) and the costs associated with that exercise. The Council agreed at that time that the transfer of any land to the Club would be subject to a further indemnity and land transfer agreement (referred to as a "Land Agreement" in this report), being entered into. This was to ensure that the Council had the re-assurance and commitment it needed from the Club to staying and building the scheme in Tottenham before it would progress further work to implement the scheme.

5.2 Heads of Terms for the Land Agreement

This report sets out the proposed Heads of Terms for a Land Agreement between Tottenham Football Club (THFC) and the Council which includes the following matters:

- **Indemnity for Land Transfers from LBH to THFC** - Further indemnity from THFC to the Council associated with the transfer of land and rights to be acquired under the Compulsory Purchase Order (CPO). This may take the form of a supplementary agreement to the CPO indemnity agreement already entered into by the Council.
- **Disposal of Land and Rights acquired under the CPO** - The terms under which the Council will transfer land and rights that have been acquired under the CPO to THFC to ensure that land is used for the purposes of the scheme. The land and rights are included within the redline boundary shown on plan in Appendix 1. The land coloured green is either controlled or owned by THFC. The land coloured pink is to be acquired for the scheme.
- **Disposal of Council owned land** - The terms under which the Council will transfer it's own land to ensure that land is used for the purposes of the scheme. The Council's land is shown on the plan in Appendix 2 and is known as "Wingate Industrial Estate" and is required for the New Stadium.

5.3 24/25 Wingate Industrial Estate Site (Council owned land)

5.4 In respect of the land already in the Council's ownership, Cabinet agreed on 24th February 2009 to dispose of the freehold of the Council's land known as 24/25 Wingate Industrial Estate, Tottenham to THFC for a new stadium. The Land is leased for a term of 99 years from December 1969 to a company controlled by THFC. Although THFC own the lease, they cannot develop the site without the Council's consent as freeholder.

5.5 This land is identified in the site plan attached to this report in Appendix 2 and also shown coloured orange on the ownership plan in Appendix 1, which shows the context of the Council's site in relation to other land owned or controlled by THFC (coloured green). The disposal of that land was to be based on a price determined by an independent valuation by the District Valuer (or other Valuer) appointed by the Council.

5.6 Since Cabinet's 24th February 2009 decision, THFC's strategy was to relocate to the Olympic Stadium site in Stratford, East London, and the Council withheld the disposal of the land as it was not in accordance with Cabinet's decision that the land must be used for the new stadium.

5.7 THFC are now committed to remaining in Tottenham, the disposal of the land can proceed on the terms recommended in the Heads of Terms outlined in Appendix 3, which ensure that the land will only be used for a new stadium.

5.8 Under the Heads of Terms, following acquisition of all outstanding third party land necessary for the NDP scheme (either by private treaty or compulsory acquisition) the Council will sell the land it owns at the former Wingate site to THFC at best consideration, to be determined by an Independent Valuer appointed by LBH taking into account the existing valuation LBH has obtained for the land.

5.9 The transfers of the land to THFC will also contain a restriction that the land is to be used for the purposes of the New Stadium as outlined in the approved planning applications and no other purpose.

6.0 Comments of Chief Financial Officer and Financial Implications

6.1 This report deals with Land Issues that only become relevant if Cabinet has decided to make a CPO.

6.2 Before any Land Transfer can proceed the Council needs to be assured that an indemnity or appropriate documentation is in place to ensure all Council costs are repaid before any land transfer takes place and that the land can only be used for the approved scheme.

6.3 Any disposal of pre-CPO owned Council land (i.e. 24/25 Wingate Industrial Site) is subject to an independent valuation by a Valuer appointed by the Council showing that the Council is obtaining best consideration for its land and that the land is used only for the purposes of the approved scheme.

7. Head of Legal Services Comments and Legal implications

7.1 The final Heads of Terms need to be agreed by the Head of Legal Services and further provisions may be inserted to protect the interests of the Council.

8. Equalities and Community Cohesion Comments

An Equalities Impact Assessment for the Compulsory Purchase Order has been considered and is referred to in the report on that decision. There are no specific equalities and community cohesion issues concerning this report.

9. Policy Implication

Disposal of Council land is consistent with corporate asset policy as set out in the Asset Management Plan.

10. Use of Appendices

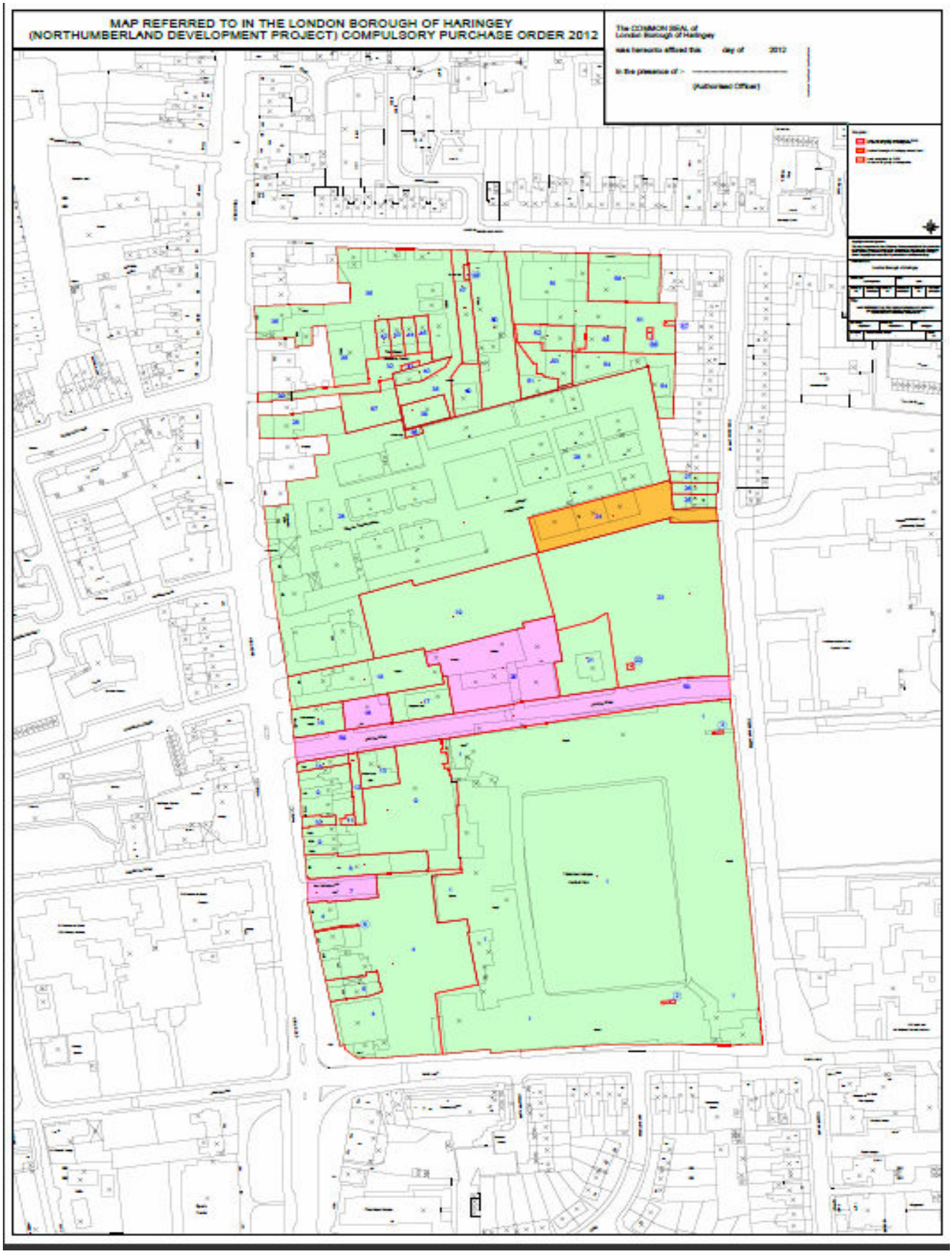
Appendix 1: Site ownership plan.
Appendix 2: 24/25 Wingate Industrial Site Plan
Appendix 3: Heads of Terms for Land Agreement.

11. Local Government (Access to Information) Act 1985

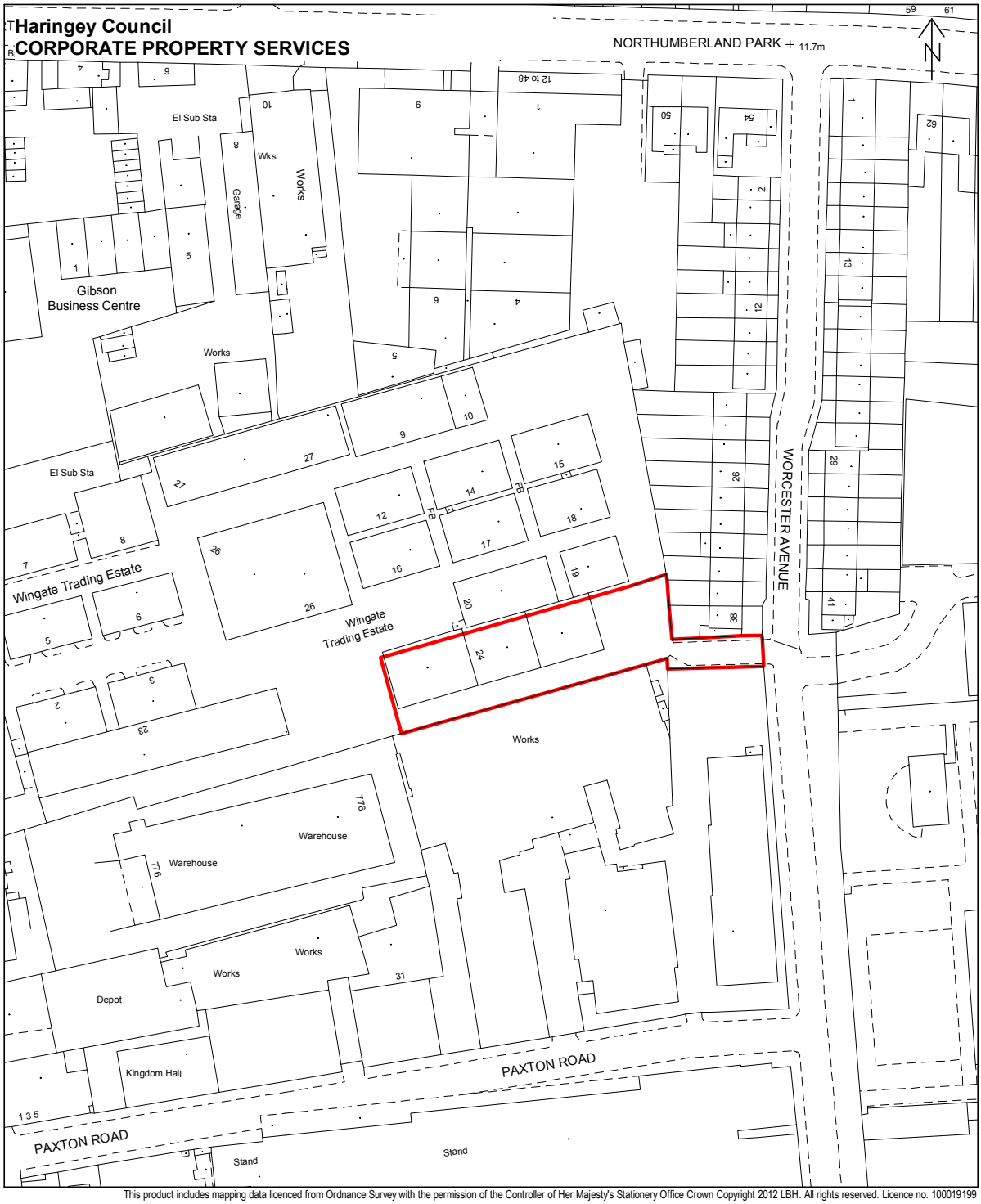
Background Papers

Cabinet Report - 24th February 2009: Northumberland Development Project
Cabinet Report - 16th November 2010 : Northumberland Development Project – (In principle CPO resolution)

APPENDIX 1: SITE OWNERSHIP PLAN.



24/25 WINGATE INDUSTRIAL ESTATE SITE APPENDIX 2



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Land at N17 Studios
(part of Units 24 & 25 former Wingate Trading Estate)
High Road
Tottenham
LONDON
N17

Deed Doc. No: (Freehold) 16avw, 622

LR title no.: Freehold MX152644, NGL18559

CPM No.

Site Area (hectares) : 0.1395 ha

Overlay : Corporate - Commercial

Scale 1:1250

Plan produced by Janice Dabinett on 06/03/2012

Drawing No. BVES A4 1268c

Without Prejudice and subject to contract

NORTHUMBERLAND DEVELOPMENT PROJECT

LAND AGREEMENT

(INCLUDING STAGE II CPO INDEMNITY AGREEMENT)

HEADS OF TERMS

1. PARTIES

1.1 London Borough of Haringey ("LBH")

1.2 Tottenham Hotspur Limited and Tottenham Hotspur Football and Athletic Co Limited (together with all relevant landowning companies) (together "THFC")

2 CPO PROCESS

2.1 LBH's role is that of acquiring authority and it will be leading on the promotion of a Compulsory Purchase Order ("the CPO") for the approved Northumberland Development Project ("the NDP Scheme"). In addition the LBH owns land within the NDP Scheme boundary.

2.2 THFC is the Developer that will be implementing the NDP Scheme and operating the Stadium.

2.3 On 16 November 2010 LBH made an 'in principle' resolution to use its compulsory purchase powers to enable the delivery of the NDP Scheme

2.4 In order to assist THFC to implement the NDP Scheme, LBH has sought a further Cabinet resolution to "make" a CPO in respect of all identified third party land required for the NDP Scheme.

2.5 THFC shall continue to seek to negotiate and acquire all necessary land and rights by agreement during the preparation and making of the CPO, and until such time as LBH consider it reasonable for the land and rights to be acquired compulsorily.

2.6 THFC shall assist LBH in preparing the Statement of Reasons for the CPO and such other evidence as is necessary to support the CPO case.

2.7 Following the further Cabinet resolution LBH shall expeditiously:

- Comply with all statutory requirements relating to the making of the CPO including publication of site and newspaper notices and notifying "qualifying persons";
- Formally "make" the CPO;
- Issue the draft Order, Plan, Schedule of Interests, and Statement of Reasons to the Secretary of State;
- Serve statutory notices and Statement of Reasons on affected parties.

2.8 LBH will liaise with THFC and the Planning Inspectorate to schedule any required public inquiry.

2.9 LBH will seek confirmation of the CPO at and following any public inquiry.

2.10 LBH will work with THFC to prepare such evidence as is necessary for any public inquiry.

2.11 THFC shall assist LBH in the preparation for the public inquiry and shall provide such evidence and appear at the inquiry in such capacity as may be agreed between the parties as necessary to maximize the prospect of the CPO being confirmed by the Secretary of State.

2.12 Following the confirmation of the CPO LBH will expeditiously publish the notice of confirmation in accordance with statutory requirements.

2.13 In the event that any third party challenges to the confirmation of the CPO by way of statutory challenge LBH will work with THFC and, subject to Counsel's advice, diligently defend such legal proceedings.

2.14 Once LBH have formally made the CPO, THFC shall not withdraw or abandon their involvement in the CPO process and shall see the process through to completion.

3 LAND TRANSFER AND ACQUISITIONS

3.1 Following the confirmation of the CPO (and the expiry of the challenge period), LBH will expeditiously take such steps to acquire the outstanding third party interests (and access rights) in accordance with a timetable to be agreed with THFC.

3.2 LBH will involve THFC in connection with all compensation negotiations with affected parties and shall consult with THFC and obtain THFC's approval (such approval not to be unreasonably withheld) prior to making any offers of compensation, agreeing any compensation settlements and making any compensation payments (including advance payments).

3.3 LBH will transfer all third party rights and interests acquired under the CPO to THFC at best consideration in accordance with the section 233 Town and Country Planning Act 1990 Local Government Act 1972 s.123 taking into account THFC's funding of the acquisitions and for the avoidance of doubt THFC shall not be obliged to pay more in respect of any interest or right than the amount of compensation payable by LBH to the third party owner in respect of that interest or right.

3.4 The transfers of land to THFC shall contain a restriction that the land is to be used for the purposes outlined in the approved applications and stated in the CPO.

3.5 THFC shall pay all costs for the acquisitions and transfers, and if any costs are outstanding LBH shall be under no obligation to complete the transfer of the land or right.

3.6 THFC shall occupy and manage any land which is acquired under the CPO, under licence, and be responsible for all outgoings including, security and insurance of the land and buildings, until the completion of the transfers, which shall be as soon as practicable.

4 STAGE II CPO INDEMNITY

4.1 THFC to indemnify LBH against all reasonable costs ("the CPO Costs") so far as not covered by the Stage I CPO Indemnity Agreement associated with:

- The making of the CPO and compliance with statutory procedures;
- The promotion of the CPO at any public inquiry;

- Opposing any legal proceedings seeking to challenge the CPO; and
- the costs of acquisition/compensation payable for purchase of the remaining land/rights together with all costs associated with the compensation negotiations
- the costs of withdrawing or abandoning the CPO for whatever reason
- the costs of restarting or varying the CPO process if the LBH's legal advice is that this should be done in order to avoid a significant risk and obtain a successful outcome.
- the costs for all land transfers, occupations, licensing and disposals
- the reasonable and agreed costs of public consultation, communication, PR, website, material and
- Professional Services and advice on the CPO

4.2 Within 28 days of a written demand from LBH THFC shall pay to a bank account opened by LBH the amount of CPO costs that LBH estimate will be incurred, have been incurred, paid or are due for payment or will shortly be due for payment by LBH.

4.3 Any written demand submitted by LBH shall be supported by reasonable evidence that the CPO Costs will be incurred, have been incurred, pad or become due for payment or will become due for payment

4.4 Upon an agreed date following confirmation of the CPO and the expiry of the challenge period THFC shall provide a parent company guarantee, bond or cash equivalent payment to LBH based on a compensation valuation report and for the avoidance of doubt the agreed date shall not be later that the date agreed between the parties for the acquisition of the interests and rights under the CPO

5 24/25 WINGATE INDUSTRIAL ESTATE SITE

5.1 Following acquisition of all outstanding third party land necessary for the NDP scheme (either by private treaty or compulsory acquisition) LBH will sell the land it owns at the former Wingate Studios (shown coloured orange on the attached plan in Appendix 1) to THFC at best consideration, to be determined by an Independent Valuer appointed by LBH taking into account the existing valuation LBH has obtained for the land.

5.2 The transfers of land to THFC shall contain a restriction that the land is to be used for the purposes outlined in the approved planning applications.

5.3 LBH will formally appropriate all land within its ownership for planning purposes prior to sale to THFC.

5.4 THFC shall pay the LBH's valuation and legal costs.

6. GENERAL

6.1 Such other terms and conditions that LBH's head of legal services considers appropriate to implement the CPO resolution and transfer land and rights acquired under the CPO to THFC.

Agenda Item 14

Haringey Council

Report for:	Cabinet 20 March 2012	Item number	To be added by the Committee Section

Title:	Sustainable Transport Works Plan 2012/13

Report authorised by :	Lyn Garner Director – Place and Sustainability

Lead Officers:	Joan Hancox, Head of Neighbourhood Services Malcolm Smith, Carbon Management and Sustainability

Ward(s) affected: All	**Report for Key/Non Key Decision:** Key

1. Describe the issue under consideration

This report outlines the transport projects and programmes to be delivered in 2012/13 and, where possible, for 2013/14. The report recommends approval for the Sustainable Transport Works Plan and provides details of the Council's progress and achievements on delivering transport investment in 2011/12.

2. Cabinet Member Introduction

We are investing more than £6.7m on sustainable transport in 2012/13. We are putting investment into repairing our roads and upgrading our lighting stock as well as supporting neighbourhoods through a range of smarter travel and road safety engineering initiatives. We are investing substantially in Wood Green and Green Lanes through LIP Major Schemes and Corridor funding, with Green Lanes also benefiting from additional Outer London funding from the Mayor. We will also be investing in Tottenham following last summer's riots. In summary, we are spreading our investment around the Borough to maximise the benefits to local residents and businesses.

I am also pleased to report that the Borough has been nominated as Transport Borough of the Year for its diverse range of achievements and the results will be known tomorrow evening (21st March 2012).

3. Recommendations

That Cabinet agrees the Sustainable Transport Works Plan for 2012/13.

4. Other options considered

4.1 The transport proposals and schemes which are part of the Council's transport Local Implementation Plan started with consultation on options for approaches and issues. The Plan was developed from the consultation responses and was previously agreed by Cabinet. The proposals for 2011/12 were agreed by Cabinet in December 2011.

4.2 Each year we commission independent surveys of our roads and footways to be able to assess their condition. All main roads are surveyed yearly, but footways and side roads are surveyed every four years. This survey then identifies the roads and footways which are in need of significant maintenance. The investment for 2012/13 in our planned carriageway and footway programme is estimated to enable us to treat approximately 3% of footway and carriageway areas identified as in need of attention. Last year we were able to treat 10% of those needing maintenance. Therefore we have explored different ways of allocating the funding and are proposing changing the way road and footway repairs are carried out to increase the number of roads where repairs are carried out. Further details are provided in section 5.

5. Background information

5.1 The Sustainable Transport Works Plan (attached as Appendix 1) sets out the yearly investment programme in the borough's highway and transport infrastructure, as well as its initiatives to encourage greater use of sustainable transport. In 2012/13 the total proposed investment is £6.743m. This is roughly the same as last year but a reduction on the level of investment from previous years. Most of the investment, £3.842m from TfL through the LIP, with other TfL funding of £235,000. In addition the Council is providing £1.2m for investment in the borough's highways, structures, drainage and road safety. Next year will also see the start of investment as a result of successful applications to the Outer London Fund of £0.25m for micro squares in Green Lanes and for public realm regeneration in Tottenham at £0.5m. Together with funding from developments (s106 and s278) this will provide further funding of about £1.25m. Full details of all the proposed works, including a ward by ward breakdown, are attached as Appendix 2 of the STWP.

5.2 The Mayor required the Council to prepare a new Local Implementation Plan [Transport Strategy] following publication of the Mayor's Transport Strategy in May 2010. A draft was prepared which was subject to wide consultation in 2010 and submitted to TfL in December 2010. Following some minor changes TfL approved the final LIP in October 2011. Appendix 6 includes a summary of the final LIP.

5.3 2011/12 Performance and Achievements

5.4 The diverse and innovative projects delivered in 2010/11 have been recognised by the London Transport Awards where Haringey has been nominated for Transport Borough of the Year.

5.5 Details of our performance and achievements can be found in the Sustainable Transport Works Plan. A summary of the salient achievements is set out below:

- **Launch of our Smarter Travel programme.** Launched at the Green Lanes Food Festival our programme has been developed in partnership with TfL and has included successful cross borough working with our neighbouring boroughs Islington and Enfield.

- **Awarded Biking Borough status.** This enabled us to unlock additional Biking Borough funding from TfL who have been impressed with the range of initiatives we have developed to promote and encourage cycling in the borough.

- **Langham Road Area DIY Streets scheme.** Working in partnership with the charitable organisation Sustrans, we are the first borough in the country to deliver an area wide DIY Streets scheme. Previously only single roads have been used for this initiative. The extensive involvement of the local community and other stakeholders from the inception stage of the scheme has been recognised as 'best practice' for community involvement and we have presented our approach at TfL briefing sessions.

- **West Green Gyratory Urban Realm Improvements.** As a result of our design for providing public realm improvements, with attention to improving pedestrian and cycling facilities, we have successfully secured additional funding from TfL and Sustrans for the delivery of this work.

- **Successful delivery of additional Government pothole funding.** During the year the Government allocated £214,000 additional funding to address cracks and potholes along the public highway to effectively seal roads before the winter months, therefore reducing the prospect of deterioration. Through engagement with the Area Committees we successfully identified local issues in each ward and delivered pothole and patching repairs by the end of December 2011.

- **Major Schemes.** Wood Green Town Centre has been identified as a major scheme for Haringey with the potential of £4m+ TfL funding to deliver a range of public realm improvements. The scheme is still at the feasibility and design stage but we have already received praise from TfL for our approach following a presentation to their design review panel.

- **Tottenham Recovery Works.** Following the riots, extensive damage was caused to the public highway, buildings and utilities underground services. This required the closure of Tottenham High Road, a strategic route in the borough, to enable repairs to be made. The speedy coordination of this work by officers from Sustainable Transport ensured the closure was kept to a minimum.

5.6 2012/13 Challenges

5.7 The continuing pressure on Council resources both revenue and capital as well as the scale of the works to be delivered with grant funding will continue to be major challenges. The reduced funding for planned carriageway and footway maintenance, down from £1.3m in 2011/12 to £500,000 has resulted in developing a different working approach to maintaining our 350km of roads and 700km of pavements.

5.8 In previous years we have resurfaced whole lengths of roads as this provides the greatest protection against deterioration and therefore reduces ongoing maintenance costs. We have also resurfaced whole sections of footways, where required, to provide a consistent material along the full length of the footway.

5.9 We are now planning to resurface only the worst sections of carriageway rather than resurfacing/reconstructing whole lengths of roads. As part of this approach we will consider patching the centre of the carriageway only, thereby leaving the 'parked' areas of carriageway, as they experience less wear and tear, which we tried on one road last year. This will be considered on a road by road basis based on condition.

5.10 With regards to footway maintenance, priority will be given to providing 'black top' surfacing as this provides greater maintenance benefits and will enable us to consider a great number of footways for the limited funding available. This is in line with our policy of replacing paving with 'black top' except in town centres or conservation areas. We will also consider repairing sections of black top footways rather than the full length of a footway.

5.11 Each year we commission independent surveys of our roads and footways to be able to assess their condition. All main roads are surveyed yearly, but footways and side roads are surveyed every four years. This survey then identifies the roads and footways which are in need of significant maintenance. The investment for 2012/13 in our planned carriageway and footway programme is estimated to enable us to treat approximately 3% of footway and carriageway areas identified as in need of attention. With the changes to our approach described above, we hope to be able to treat 4% of roads needing maintenance, although this will be part of the road or footway. Last year we were able to treat 10% of those needing maintenance.

5.12 There has been investment in street lighting since 2002 and almost 80% of the borough's street lighting has been updated. The Planned Street Lighting budget has been reduced from £800,000 in 2011/12 to £400,000. We will prioritise this investment to replace our existing stock of cast iron lamp columns as these are now the oldest in the borough and deterioration of the iron has resulted in many of them being considered unsafe.

5.13 Our new responsibilities under the Flood and Water Management Act will also provide a further challenge in 2012/13. This includes further work on a Surface Water Management Plan, flood risk policies for the Core Strategy, building in-house capacity and expertise and establishing a Sustainable Drainage Systems (SUDS) approval body by October 2013. A case for the grant (£206,000) for meeting the Council's new responsibilities is currently being developed.

5.14 We have engaged consultants Opus to assist us in developing criteria for prioritising our maintenance budget. This will enable us to improve our evidence based approach for highway maintenance based on the level of budget available to ensure that it is being

allocated effectively. This will be used for developing future programmes and enable us to clearly set out what can be achieved through varying levels of investment, based on the current condition of our highway and street lighting stock.

5.15 **Smarter Travel** – Our Smarter Travel programme was launched in September 2012 and we have set ambitious targets to achieve reduced car use and increase walking and cycling trips as well as improve the borough's road safety record.

5.16 **Olympics Moratorium** -The Olympics and Paralympics will place serious constraints on the delivery of the works programme. A moratorium on works on major roads and bus routes will be in place between the months of June to September. Following on from this TfL works programmed for Tottenham Gyratory will also place constraints on the work we will be able to deliver due to the possible displacement of traffic onto the Wood Green/Green Lanes corridor. This will make programming the delivery of our works extremely challenging with a small window of opportunity between April and May and then from October. We aim to deliver our planned maintenance programmes during April and May with the remaining works delivery from October.

5.17 **Tottenham and Green Lanes Regeneration Funding** – The riots in Tottenham in August 2011 led to additional Government and Mayoral resources being directed towards transport projects in Tottenham to assist community recovery and regeneration. In 2012/13 £500,000 of funding has been identified to deliver public realm improvements at Tottenham Green and Bruce Grove market and highway works to support the Northumberland Park development. The Council is keen to show that a real difference to Tottenham can be achieved within twelve months and so these schemes will need to be designed and delivered within a short timescale. Works are expected to start in 2012/13 and continue into 2013/14. In addition the Borough benefits from Mayoral Outer London Fund which will support urban realm type measures in Green Lanes through projects led by the local community and complements our LIP funding.

5.18 **Neighbourhoods and Engagement** – The last year has seen significant changes with the restructure of Single Frontline creating Neighbourhood Services and the governance review changing the role of Area Forums and Committees. Area Committees are able to suggest schemes for inclusion in the LIP. An Enablement and Engagement Team has been set up as part of the restructure of Single Frontline Services. The team will be responsible for greater engagement with local stakeholders to help identify and define priorities and types of measures to be delivered through the works plan. We will use our DIY Streets approach to engage local communities when developing road safety, smarter travel and urban improvement schemes and use the Area Forums/Committees to inform, consult and report on schemes.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 The currently approved sustainable transport investment programme for 2012/13 is funded as follows:

Funding Source	£m
TfL Grant [LIP and other funding]	3.077
TfL Wood Green Major Scheme	1.000
Council Investment	1.200
Tottenham regeneration	0.500

Outer London Fund	0.250
Section 106/278/developer agreement	0.716
Total	**6.743**

6.2 It should be noted that S106/278/developer funding is subject to variation and is dependent on progress of development schemes. The Tottenham regeneration funding is also subject to final approval by the GLA.

6.3 The Sustainable Transport Works Plan includes the 2012/13 capital budget allocation to be funded from council investment.

7. Head of Legal Services and Legal Implications

7.1 The Head of Legal Services comments that the Highways Act 1980 imposes on a highway authority the duty to maintain highways maintainable at public expense. The standard of maintenance is the standard necessary to accommodate the ordinary traffic which passes, or may reasonably be expected to pass along the highway.

7.2 Otherwise, there are no implications arising directly from the recommendations in the report at this stage. However, legal implications may arise as the Plan is implemented, in terms of, amongst other things, procurement, property and compliance with the requirements of relevant legislation.

8. Equalities and Community Cohesion Comments

8.1 Part of our works programme supports better access to the public transport and highway networks and footway enhancements which particularly benefit people with mobility handicaps and disabled people.

8.2 Our programme seeks to reduce road user casualties through the integrated transport funding including road safety projects and smarter travel programme. Reduced crime could be expected from improvements to street lighting.

9. Head of Procurement Comments

N/A

10. Policy Implications

N/A

11. Use of Appendices

Appendix: Sustainable Transport Works Plan 2012/13

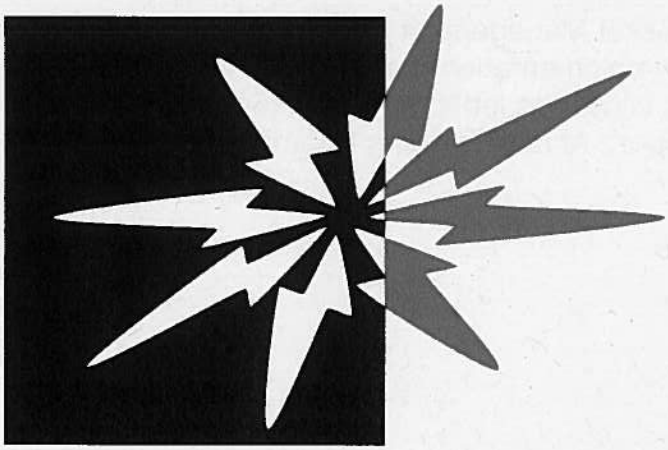
12. Local Government (Access to Information) Act 1985

a. Highways Asset Management Plan
b. Final Local Implementation Plan October 2011
c. LIP funding allocation letter from TfL, 15 December 2011
d. Cabinet Report, Annual Funding Submission for 2012/13, 4 October 2011

APPENDIX A

LONDON BOROUGH OF HARINGEY

SUSTAINABLE TRANSPORT WORKS PLAN 2012-13



Haringey Council

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Introduction

1.1 This document sets out Haringey's Sustainable Transport Works Plan for 2012/13, giving the list of highway and transport schemes that will be carried out on the Borough's roads in 2012/13 as well as those proposed for 2013/14 where known. It also sets out our projects to increase the proportion of journeys made on foot, by bicycle or public transport.

1.2 This plan is an integral part of a Sustainable Transport system for the Council. The maintenance of the Council's highways infrastructure is key to ensuring that public transport, pedestrians, cyclists and powered two wheelers are able to use the roads as well as cars and freight.

Background

2.1 The annual Sustainable Transport Works Plan shows what has been achieved in 2011/12 [Appendix 4] and outlines the programme of work and investment for the Sustainable Transport Works Plan for 2012/13. It also includes the proposals for detailed scheme consultation on a scheme by scheme basis.

2.2 An Enablement and Engagement Team has been set up as part of the restructure of Single Frontline Services. The team will be responsible for greater engagement with local stakeholders to help identify and define priorities and types of measures to be delivered through the works plan. We will use our DIY Streets approach to engage local communities when developing road safety, smarter travel and urban improvement schemes and use the Area Forums/Committees to inform, consultant and report on schemes.

2.3 Each year the Council funds improvements to the borough's transport infrastructure from a number of sources. These improvements are in line with the objectives of the Mayor as expressed in the Mayor's Transport Strategy.

2.4 For 2011/12 and onwards our LIP funding will be allocated as a single "block grant" transport fund on the basis of a formula. This funding would cover the former corridors, neighbourhoods and smarter travel measures. Allocation for the maintenance of principal roads and bridges are on the basis of measurable need and uses a different formula. Major Schemes funding is for projects in excess of £1m with a three step process for development and implementation with funding allocated through a competitive bidding process. Together with the move to a single fund TfL are also giving more certainty to funding in future years. TfL provided LIP allocations for 2012/13 and 2013/14. However, we can expect along with all other boroughs an additional allocation for 2013/14 following a decision by the Mayor in February 2011 to increase LIP funding to boroughs over the initial allocation as notified in December 2010.

2.5 TfL is retaining about £16m of LIP funding for 2013/14 which will be allocated to programmes once the winter 2011/12 Principal Road Maintenance surveys have been completed which is expected to be by March 2012. We have included

provisional allocations for types of programmes for 2013/14 where available in the details of schemes.

Policy and Performance

3.1 With the formation of the new Government in May 2010 a wide range of national targets were abolished. However, TfL still requires us to set core targets and local targets and associated performance indicators within the LIP. Core targets for the mandatory indicators are mode share, bus service reliability, asset condition, road user casualties and CO2 emissions with non-mandatory local targets for non-car mode share, pedestrian casualties, child casualties and accessible bus stops. The tables below detail our performance for the core targets. For some performance data a three year average is used to reduce sampling errors. The data is provided by TfL, mainly from its annual Travel in London report.

Core Target	Performance				LIP target	
	2005/8 %	2006/7 – 2008/9 %	2007/8 – 2009/10 %	2008/9 – 2010/11 %	2013/14 %	2030/31 %
Walking mode share	33	31	34	35	32	35
Cycling mode share	1	2	2	1	3	5

We have already met our target for walking mode share but more work is needed to encourage more cycling to meet our LIP targets.

Core Target	Performance			LIP target	
	2008/9	2009/10	2010/11	2013/14	2030/31
Bus service reliability [Excess wait time]	1.02	1.0	1.0	1.2	1.2

We have already met our LIP targets.

Core Target	Performance					LIP target	
	2006/7 %	2007/8 %	2008/9 %	2009/10 %	2010/11 %	2013/14 %	2017/18 %
Asset condition [proportion of principal road network in poor condition]	8.0	7.5	7.6	6.6	7.0	7.0	6.0

Overall our performance shows an improvement in the last few years and we are on course to meet our LIP target for 2013/14.

Core Target	Performance				LIP target	
	2005/7	2006/8	2007/9	2008/10	2013/14	2020
Road user casualties: KSI	96	92	85	86	80	60
Road user casualties: total casualties	826	806	820	886	675	338*

* target relates to 2031

No targets for road user casualties have been set by the Mayor. Our LIP target is based on an assumed 50% reduction in KSI casualties in the Mayor's Transport Strategy. Our performance indicates we are on track to meet our LIP targets. For slight casualties the recent increase reflects the overall picture in London as well as our focus on reducing KSI casualties and child casualties.

Core Target	Performance			LIP target	
	2005	2008	2009	2013/14	2020
CO2 emissions from ground based transport [kilotonnes]	159	164	149	138	90

We are on target to meet our interim LIP target for 2013/14.

Design Policy

3.2 Footway improvements will in general convert paved footways to *'black-top'* bitumen macadam except where this in town centres or Conservation areas, as this leads to less trips and easier protection against vehicular damage. In particular any footways where vehicles are allowed to park with two wheels on the footway will be constructed with a hidden concrete strengthening below a '*black-top'* bitumen surfacing wherever possible.

Consultation

4.1 The various schemes developed through this works plan will now be the subject of further consultation. The level of consultation depends on the impact of the scheme on the local community. In line with good practice the Council will always feedback following consultation and will use the Area Forums/Committees to present, consult and notify of scheme proposals.

4.2 Cabinet agreed to a consultation strategy for schemes in March 2008. Under the system there are different levels of consultation based on the following 3 levels of notification and consultation:

- Notification of works (All works)
- Statutory notification (All schemes that require statutory notification)
- Full consultation (Any high profile schemes – agreed as part of this Sustainable Transport works programme and any other schemes that later seem to require it by the agreement of the Lead Member)

4.3 The Council has a commitment to engage all stakeholders when developing proposals to address traffic and transport issues. Schemes developed for the Works Plan will be the subject of consultation as summarised above.

4.4 The proposed consultation process is shown for each scheme type in the table in Appendix 3.

Details of Schemes

5.1 The capital allocation for 2012/13 has been financed by the following funding streams:

- TfL's Local Implementation Plan Funding (LIP), including funding for car clubs and Biking Borough - £3.077m
- Wood Green Major scheme - £1.000m
- The Council's capital investment - £1.2m
- Tottenham regeneration fund - £0.500m
- Outer London Fund - £0.250m
- Schemes funded from other funding sources - £0.716m

5.2 This report will set out, in turn, the details of the proposed projects. These are by type of works, rather than by funding source. The report does not detail revenue works as these are of a routine maintenance nature and are more responsive in nature. A breakdown of investment by ward is included as Appendix 5.

Main Roads and Neighbourhoods

5.3 With the changes to the LIP allocation methodology we will be allocating funding to major roads to develop holistic proposals to address transport, safety and urban realm issues. The selection of the corridors is based on analysis of relevant data such as road safety, linkages to identified regeneration areas, cycle route network, town centres and the level of previous transport investment.

5.4 In addition to LIP funding, Outer London Fund and Mayoral and Government Regeneration funds have been set aside for Green Lanes and Tottenham High Road as well as for Town Hall Approach Road off Tottenham High Road, the latter is linked to the walking improvements in Table 12 below. Although these are shown in the table below funding has only been agreed in principle by the Mayor and are subject to approval of the detail of each project.

Table 1: Main Roads and Neighbourhoods

Road Name	Ward	Estimated Cost 2012/13 (£k)	Indicative allocation 2013/14 (£k)
Green Lanes between Turnpike Lane and Borough boundary [LIP funding]	Harringay/St Ann's/Seven Sisters	586	500
Green Lanes urban realm improvements [OLF funding]*	Harringay/St Ann's	250	258
Tottenham gyratory complementary measures – 20mph zone [LIP funding]	Tottenham Green	30	100
Highway and pedestrian improvements at High Road/Northumberland Park junction [GLA funding]*	Northumberland Park	300	769
Tottenham High Road urban realm improvements [GLA funding]*	Bruce Grove/Tottenham Hale	50	400
Town Hall Approach Road environmental and accessibility improvements [GLA funding]*	Tottenham Green	50	450
Total		1266	2477

*funding to be confirmed

Borough Roads

5.5 £500,000 is available for resurfacing Borough roads and footways in 2012/13. A plan showing the carriageway and footway investment programme is included as Appendix 1. The total for investment in Borough roads and footways, bridges and highways structures is set out below.

Table 2: Planned investment in Borough Roads

Description	2012/13 (£k)
Council funded	
Footway relaying	150
Classified and Unclassified roads resurfacing	350
Sub total	**500**
TfL LIP funded	
Principal Road reconstruction	525
Sub total	**525**
Total	1,025

Principal, Classified and Unclassified Roads Resurfacing

5.6 Principal Road reconstruction: Funding for this is provided by TfL. There is a LIP target relating to the standard of the principal road network [see para 3.1 above].

Table 3: Principal Roads

Road Name	Ward	Estimated Cost (£k)
A1010 Tottenham High Road [Brantwood Road to no.769]	Northumberland Park	206
A1080 Westbury Avenue	Noel Park/West Green	199
A103 Tottenham Lane [Clocktower to no. 50]	Crouch End	120
Total		**525**

5.7 Classified and Unclassified Roads: The Council investment of £350,000 for 2012/13 will be used to patch sections of roads that have deteriorated as a result of cold weather and general wear and tear. Future needs will need to be reviewed as part of the Sustainable Transport Asset Management Plan. It is our intention to only resurface or patch sections of roads and footways. Tables 4, 5 and 6 provide information on our provisional programme for 2012/13.

Table 4: Classified Non-principal roads –2012/13

Road Name	Ward	Estimated Cost (£k)
Colney Hatch Lane	Alexandra/Fortis Green	26
Total		**26**

Table 5: Unclassified roads - 2012/13

Road Name	Ward	Estimated Cost (£k)
Antill Road	Tottenham Green	58
Myddleton Road	Bounds Green	36
Hornsey Lane Gardens	Highgate	54
Perth Road	Stroud Green	12
View Road	Highgate	61
Pembury Road	Noel Park	21
Park Avenue	Woodside	53
Sirder Road	Noel Park	29
Total		**324**

5.8 Footways : Footway works were a key priority for the public who responded to the On the Road to Improvement Consultation undertaken by the Council in 2007. Our condition surveys show that there are a greater percentage of footways (27%) needing maintenance than the borough roads. This investment also contributes to improving the walking environment. It is therefore proposed to allocate £150,000 of the Council investment to deal with those footways in need of urgent repairs, with priority given to black top construction.

Table 6: Footway Network – Priority List for 2012/13

Road Name	Ward	Estimated Cost (£k)
Maidstone Road	Bounds Green	45
Park Road	Muswell Hill	45
Methuen Park	Alexandra	30
Tilson Road	Tottenham Hale	30
Total		**150**

5.9 Highway Bridges Structures: For 2012/13 £50k of LIP funding has been allocated towards highway bridges and structures. The funding will solely be used for Wightman Road design work. In addition, there is capital funding for structures and drainage priorities. In 2012/13 our drainage works are prioritised to address surface water flooding issues although £50,000 will be used for investigative work to enable the development of future programmes.

Table 7: Bridges Investment for 2012/13

Bridge Name	Ward	Estimated cost (£k)
Wightman Road over Rail	Harringay	50
Structures	**Ward**	**Estimated cost (£k)**
Hornsey Lane Bridge	Highgate	5.5
Springfield Avenue - Steps	Muswell Hill	12.5
Springfield Avenue – Retaining wall	Muswell Hill	37.5
Drainage	**Ward**	**Estimated cost (£k)**
Downhills Park Road	West Green	15
West Green Road	West Green	12
Green Lanes	Harringay	5
Stanhope Road	Crouch End	10
Priory Road	Muswell Hill	2.5
Investigations work	Borough wide	50
Allocated budget £200k		

Street lighting

5.10 The Council is ten years into a major lighting column replacement programme. This makes a major contribution to the improved night time environment, makes residents feel safer and helps reduce crime and the fear of crime. Street lighting is also implemented to improve road safety. To date 51% of our streetlights have been renewed and 25% were already in a good condition. This leaves 24% still to be replaced or approximately 4,000 columns. Priority will be given to the replacement of cast iron columns in the west of the borough as these are considered most in need of upgrading.

5.11 In addition to street lighting upgrades, we also need to provide maintenance for equipment to erect and power our festive decorations. This will reduce faults experienced as part of this year's festive lighting programme.

Table 8: Street Lighting renewal areas 2012/13

Road Name	Ward	Estimated cost (£k)
Shanklin Road, Russell Road, Dickenson Road, Oakington Way, Briston Grove, Clifton Road	Crouch End	200
Abbotsford Road, Etherley Road, Terront Road, Langham Road, Belmont Road, Brampton Road	St. Ann's	140
Maintenance for festive lighting	Town Centres	60
Total		**400**

Road Safety

5.12 LIP funding for road safety in 2012/13 is £160,000 with a contribution of £140,000 from Council resources. This covers a range of initiatives including specific local safety schemes and reactive safety measures. The identified schemes are targeted at reducing the level of killed and seriously injured casualties.

5.13 When developing our proposals for the major scheme centred on Wood Green High Road one of our key objectives is to reduce casualties among vulnerable road users in this busy shopping street. The programme for 2012/13 has been developed through an analysis of current accident locations.

Table 10: Road Accident Reduction Improvement List for 2012/13

Scheme Name/Location	Ward(s)	Allocation 2012/13 (£k)
The Roundway / Lordship Lane	West Green/White Hart Lane/Woodside	20
Upper Tollington Park	Stroud Green	40
Lordship Lane / Granville Road	Woodside	25
Creighton Road, N17	White Hart Lane	60
Reactive Safety	Borough wide	155
Total		**300**

Cycling schemes

5.14 We are planning substantial investment in cycling over the next three years. Haringey is one of 13 outer London boroughs awarded the status of Biking Borough. Using TfL funding consultants assisted the Council in developing its Biking Borough strategy in 2010. TfL has set aside £4m, across 13 Biking Boroughs, for the period 2011-2014 specifically to assist the implementation of Biking Borough strategies. TfL has allocated £320,500 to the Borough for 2011/12 to 2013/14. This funding will be used to promote Bikeability cycle training in schools, cycle route infrastructure improvements, cycle parking, workplace travel planning interventions, cycle safety and security initiatives, bike recycling scheme, cycle rangers project, cycling for health scheme and cycle community project. In addition we are setting aside £450,000 of LIP funding over the same time period. The focus of our investment will be to establish Wood Green as the cycling hub for the Borough. For the hub we are planning to complete local cycle routes within about 2km of Wood Green, signage, provide additional cycle parking, engage with workplaces in the town centre to promote more cycling through cycle parking, showers and lockers etc, promote cycle safety and security interventions, cycle training for adults and pupils and establish a marketing and promotional campaign. Away from the hub our plans include working with partners in the NHS to promote cycling, setting up local champions and running Dr Bike sessions in parks. Overall we anticipate investing over £1.3m on cycle projects between 2011 and 2014.

5.15 As well as funding for our Biking Borough strategy we will also be promoting cycling through a substantial cycle training programme and continuing our investment in cycle parking in the Borough.

5.16 Further investment will be made in Greenways cycle and pedestrian routes to complement the Biking Borough spend with work targeted at link 04 between Wood Vale and Alexandra Palace.

5.17 Cycle route proposals for 2012/13 include a raised table at Caxton Road/Parkland Road, a contra-flow cycle lane on Alexandra Road/High Road junction and on Alexandra Road and cycle right turn pocket on High Road/White Hart Lane junction. These are determined through consultation with Haringey Cycling Campaign.

Table 11: Cycling schemes

Scheme Name / Location.	Allocation (£k)	Provisional Allocation (£k)
	2012/13	2013/14
Biking Borough – LIP funding	147	147
Biking Borough – TfL non-LIP funding	205	54
Greenways – link 04	100	0
London Cycle Network Plus link 78	100	0
Cycle Training	100	110

Cycle Parking borough wide	21	21
Total	**673**	**332**

Walking schemes

5.18 There is no LIP or other TfL funding dedicated for walking projects in 2012/13 although the Greenways cycle and pedestrian routes above provide support for more walking. We are planning to complete or commence a number of schemes funded through S106/S278 as well as GLA funded as shown in the table below.

Table 12 Walking schemes

Scheme Name / Location	Ward	Provisional Allocation (£k) 2012/13	Provisional Allocation (£k) 2013/14
Access to Northumberland Park station from Spurs football ground[GLA funding]	Northumberland Park	0	200
Cross Lane cycle and walking improvements [developer funded]	Hornsey	70	
Hale Village access and footway enhancements S 278	Tottenham Hale	125	
Eden primary school Creighton Avenue safety and access improvements S 106	Fortis Green	82	
Stainby Road, N17 lighting and footway resurfacing S 106	Tottenham Green	30	
Former Hospital site, Park Road pedestrian safety and amenity improvements S 106	Muswell Hill	154	
426 – 428 Archway Road, N6 footway improvements S 106	Highgate	15	
Tottenham Town Hall pedestrian and bus user enhancements S 106	Tottenham Green	10	128
25 Watson Road, N22 footway, street lighting S 106	Woodside	100	
26 Lordship Lane, N17 footway works S106	Northumberland Park	20	
Bounds Green industrial estate, Ringway, N11 footway and cycle route improvements S 106	Bounds Green	30	
Hampden Road/Wightman Road junction, Turnpike Lane, Penstock footpath pedestrian, cycle, junction and lighting improvements S 106/S 278	Harringay/Noel Park	80	505
Total		**716**	**833**

Improving bus facilities and services

5.19 There is no specific funding for bus priority measures. However, we will support bus priority and bus stop accessibility on Wood Green High Road in the town centre [see Table 14 below] and Green Lanes [see Table 1 above]. In addition TfL have agreed to fund bus stop relocations to improve bus stop accessibility at identified locations. This will be on a scheme by scheme basis subject to approval.

Table 13: Improving bus facilities and services

Scheme Name / Location	Ward	Allocation (£k)
		2012/13
Bus stop accessibility	Various	40

Town Centres and Transport Hubs

5.20 These projects aim to meet a wide range of objectives through a single project, for example, to improve accessibility to major transport hubs such as Wood Green, or support the vitality and viability of town centres as well as bringing about public realm improvements or reducing accidents.

5.21 TfL has allocated provisional funding of £1,000,000 for a major scheme for Wood Green following submission of our proposals in October 2010. TfL allocated development funding of £100,000 for the project for 2011/12. The major scheme proposal will complement the recently completed station access programme including the diagonal crossing outside Wood Green tube station. TfL funded a pilot project, undertaken by consultants, looking at three outer London town centres including Wood Green with the aim of delivering urban realm proposals; develop a framework for delivering the Mayor's Better Streets urban realm interventions and identifying a programme of proposals. This work informed our proposals for Wood Green town centre. Our initial plans for the town centre include:

- reducing street clutter
- renewing footway paving
- improved pedestrian safety and accessibility at the junction outside Turnpike Lane tube station
- improved public realm eg tree planting, seating and lighting
- replacing the existing bus shelters
- potentially infilling bus laybys subject to traffic modelling
- revised entry treatment at Gladstone Avenue/Buller Road junction
- redesign of Turnpike Lane bus and tube station environment including closing off Langham Road by its junction with Westbury Avenue

5.22 We have been developing our proposals and have commissioned consultants to evaluate the traffic impact of our initial plans including the type of pedestrian facilities which could be provided at Turnpike Lane/High Road/Westbury Avenue junction. In

addition we have assessed the impact of removing the traffic signals at the Alexandra Road/High Road junction to improve the urban realm and reduce street clutter. Our development work will continue into 2012/13. Subject to approval of our plans by TfL and public consultation we plan to implement some measures in 2012/13. We aim to complete the scheme by 2014.

Table 14: Town Centre and Transport Hub schemes

Scheme Name / Location.	Allocation (£k)
	2012/13
Wood Green Town Centre – major scheme	1000
Total	**1000**

Smarter Travel

5.23 Smarter Travel is the term used to describe the range of activities which encourage reduced car use through behaviour change. In this area, the Council has been most active on awareness raising, education and promotion such the Green Fair, Green Lanes Festival where our Smarter Travel programme was launched and walking events. We are planning a cycle and walking reward scheme for local shops in Harringay Green Lanes and Crouch End. We have created an identifiable Smarter Travel marketing campaign. Our work includes developing workplace and school travel plans and road safety education. A dedicated display vehicle has been acquired for marketing and promotion at festivals over the three years for the project. A baseline report on current travel patterns including the views of Haringey residents has been prepared. This will form the basis for monitoring the effectiveness of the three year Smarter Travel programme.

5.24 We have been working on a joint project with LB Enfield and TfL to develop cross-borough smarter travel measures as actions to reduce car use can be most effective at a sub-regional level as much car travel crosses borough boundaries. In developing our programme we have taken advantage of specialist expertise and databases used by TfL. The use of market segmentation data [MOSAIC] has been used to assess the effectiveness of types of interventions. The programme in Table 15 reflects this work which has been used to identify specific objectives:

- Increase cycling to a mode share target of 3% by 2014 [from LIP baseline of 1.7%]
- Increase mode share of walking to 32% by 2014 from 2007/9 baseline of 31.3%
- Reduce the number of killed and seriously injured casualties by 20% by 2014 from 2004/8 average
- Reduce the number of child casualties by 19.7% by 2014
- Reduce transport related emissions of CO2 by 20% from 2008 baseline by 2014

5.25 For 2012/13 and 2013/4 we are aiming to deliver targeted personalised travel planning in two areas of approximately 15,000. The location for each would be identified through the MOSAIC data. In addition we are planning to deliver Eco-driver training through the purchase of driver simulator equipment. This would be used as part of existing smarter travel road shows as well as being targeted at local businesses and fleet managers of large employers.

Table 15: Smarter Travel projects

Scheme Name / Location.	Allocation (£k)
	2012/13
Support active travel for leisure, entertainment, shopping trips – focused on promoting walking and cycling among people who aspire to drive particularly in the east of the Borough; deliver incentives to reward sustainable travel; personalised travel planning in two pilot areas; travel awareness and workplace travel planning	148
Encourage an increase in cycling particularly in south west of the Borough – personalised travel planning, travel awareness, workplace travel planning, supporting Biking Borough measures, cycle training, bike maintenance sessions, support British Cycling recreational cycling programme through led rides, using local networks and local cycling groups	260
Improve child safety – road safety interventions in schools including education, training and publicity; school travel planning, focusing on child casualties in the east of the Borough	170
Total	**578**

Accessibility and Environment

5.26 We will be supporting the Haringey Community Transport scheme to meet the needs of people unable to use conventional public transport as well as providing a service for local community groups. Half of the funding, £40k, would be from the mainstream LIP funding and the remainder would be from the Local Transport Funding element.

5.27 We are working with Sustrans on an initiative called DIY Streets for inexpensive home zone type treatment for residential areas. We have completed a scheme for the area around Carlingford Road and Langham Road, N15, close to Turnpike Lane. We have carried out initial consultation on a further DIY streets project in the Hornsey area with implementation between 2012 and 2014. We will also be carrying out development and consultation for a scheme in the Warwick Gardens area

adjoining Green Lanes which would complement our plans for the Green Lanes corridor.

Table 15: Accessibility and Environment projects

Scheme Name/Location	Ward	2012/13 Allocation (£k)	2013/14 indicative allocation (£k)
Community Transport	Borough-wide	40	
Hornsey area - environmental improvements [DIY streets]	Muswell Hill/Hornsey	225	100
Warwick Gardens – environmental improvements [DIY streets]	St Ann's	80	270
Total		**345**	**370**

Local Transport Fund

5.28 In line with every other London borough TfL have allocated £100,000 to the Council to develop local transport projects for 2012/13. We will use the funding to extend Haringey's Community Transport scheme and bus accessibility works.

Achievements of 2011/12 Sustainable Transport Work Plan

6.1 The details of the projects with the associated spend in 2011/12 is set out in Tables 5.1 to 5.5 in Appendix 5. Total spend on the Highways Work Plan for 2011/12 is shown in Table 16. The lower projected spend compared with the revised allocation is mainly due to delays to programmed developer funded works.

Table 16: Overall investment for 2011/12

Funding Stream	2011/12 Original Allocation (£k)	2011/12 Revised Allocation (£k)	2011/12 Projected Spend (£k)
LIP and other TfL funding	3,043	3,018	2,954
Council Investment	2,927	2,300*	2,289
Other Funding	476	652	417
Total	**6,446**	**5,970**	**5,660**

* This figure does not include £600,000 originally allocated for the Parking Programme

Conclusions

7.1 This document sets out a detailed programme for the Single Frontline service for the coming year linking investment to Council priorities on the basis of need and performance. Council investment on street lighting, footway maintenance and parking schemes complements TfL funding through the LIP. Additional funding from Outer London Fund and the GLA for regeneration in Tottenham has helped keep investment at a similar level to last year.

Use of Appendices / Tables

8.1 **Appendix 1 - Location Plan of Planned Sustainable Transport Schemes**

8.2 **Appendix 2 – Transport investment by Ward**

8.3 **Appendix 3 – Type of Consultation for schemes**

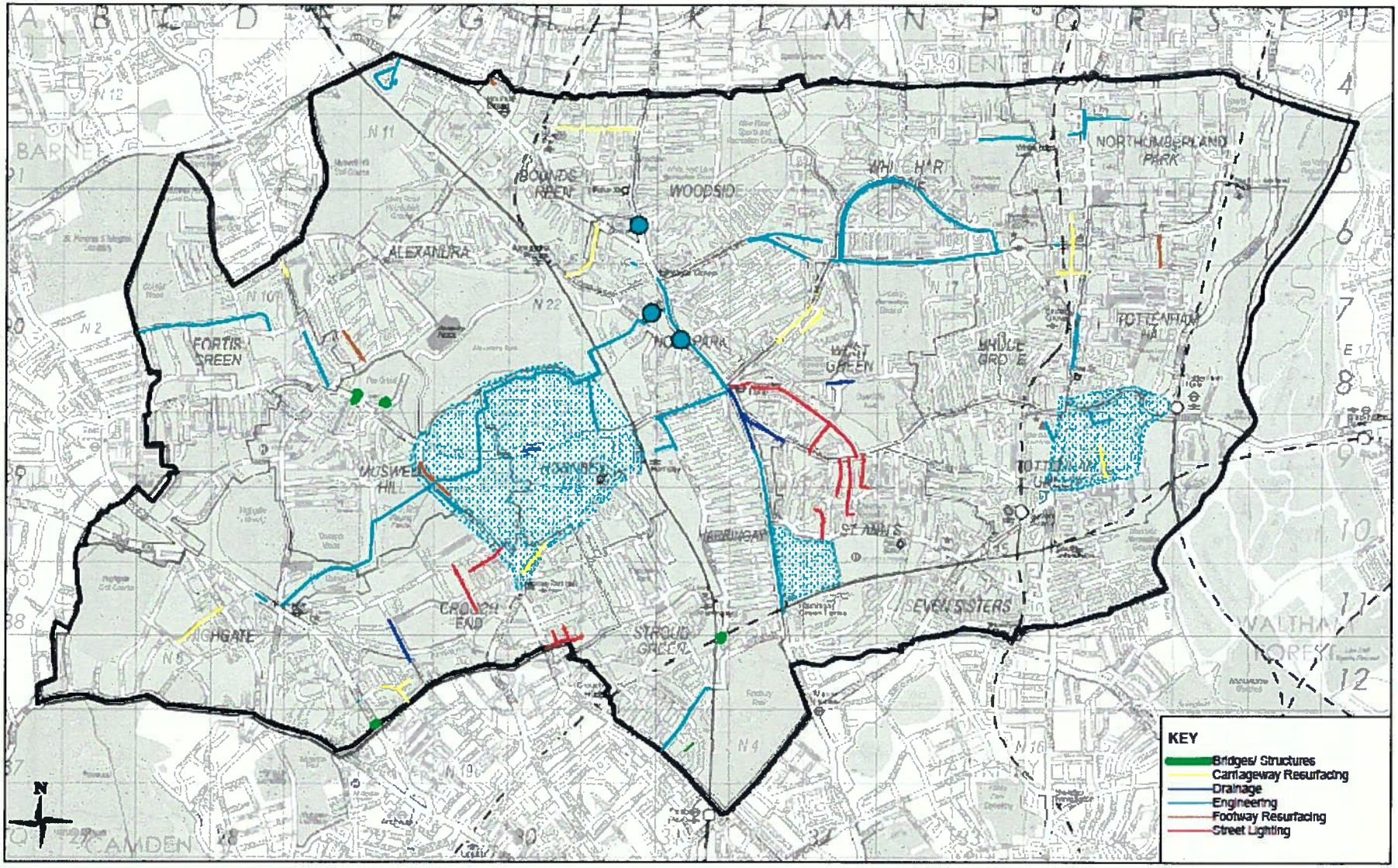
8.4 **Appendix 4 – Sustainable Transport Work Plan 2011/12 achievements**

8.5 **Appendix 5 - Programme of Works delivered in 2011/12**

- Table 5.1 – Summary of LIP Programme 2011/12
- Table 5.2 – Summary of Highways Investment Programme 2011/12
- Table 5.3 – Additional sources of funded schemes delivered in 2011/12
- Table 5.4 – Classified and unclassified roads resurfaced in 2011/12
- Table 5.5 – Footway maintenance schemes completed in 2011/12

8.6 **Appendix 6 – Summary of Final Local Implementation Plan**

8.1 Appendix 1: Location Plan of Planned Sustainable Transport



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Date Updated: 01 March 2012

8.2 Appendix 2: Transport Investment by Ward

WARD	TRANSPORT AREA	PROJECT
Alexandra	Carriageway maintenance	Colney Hatch Lane
Bounds Green	Carriageway maintenance	Myddleton Road
	Footway maintenance	Maidstone Road
	Walking	Ringway
Bruce Grove	Urban realm	Tottenham High Road
Crouch End	Principal road maintenance	Tottenham Lane
	Street lighting	Shanklin Road, Russell Road, Dickenson Road, Oakington Way, Briston Grove. Clifton Road
	Drainage	Stanhope Road
Fortis Green	Carriageway maintenance	Colney Hatch Lane
	Walking	Creighton Avenue
Harringay	Main roads and neighbourhoods	Green Lanes
	Urban realm	Green Lanes
	Walking	Hampden Road/Wightman Road junction; Turnpike Lane, Penstock footpath
	Major scheme	Wood Green town centre
	Bridge strengthening	Wightman Road over rail
	Drainage	Green Lanes
Highgate	Carriageway maintenance	Hornsey Lane Gardens, Milton Park, Milton Avenue, View Road
	Walking	Archway Road
	Structures	Hornsey Lane Bridge
Hornsey	Walking	Cross Lane
	Environment	Hornsey area

WARD	TRANSPORT AREA	PROJECT
Muswell Hill	Walking	Park Road
	Bus facilities	Bus Stop Feasibility
	Structures	Springfield Avenue steps and retaining wall
	Environment	Hornsey area
Noel Park	Principal road maintenance	Westbury Avenue
	Walking	Hampden Road/Wightman Road junction; Turnpike Lane, Penstock footpath
	Major scheme	Wood Green town centre
	Drainage	Priory Road
Northumberland Park	Principal road maintenance	Tottenham High Road
	Walking	Access to Northumberland Park station; High Road/ Northumberland Park junction, Lordship Lane
St Ann's	Main roads and neighbourhoods	Green Lanes
	Urban realm	Green Lanes
	Street lighting	Abbotsford Road, Etherley Road, Terront Road, Langham Road, Belmont Road, Brampton Road
	Environment	Warwick Gardens area
Seven Sisters	Main roads and neighbourhoods	Green Lanes
Tottenham Green	Main roads and neighbourhoods	Tottenham gyratory complementary measures
	Carriageway maintenance	Antill Road
	Neighbourhoods accessibility	Town Hall Approach Road
	Walking	Stainby Road; Town Hall Approach Road
Tottenham Hale	Urban realm	Tottenham High Road
	Footway maintenance	Tilson Road
	Walking	Hale Village
West Green	Principal road maintenance	Westbury Avenue

WARD	TRANSPORT AREA	PROJECT
	Major scheme	Wood Green town centre
	Drainage	Downhills Park Road, West Green Road
	Road safety	The Roundway/Lordship Lane
White Hart Lane	Road safety	The Roundway/Lordship Lane, Creighton Road
Woodside	Walking	Watson Road
	Road safety	The Roundway/Lordship Lane, Lordship Lane/Granville Road
BOROUGH WIDE PROJECTS		
Road safety initiatives		Schemes to be identified
Smarter travel projects		Workplace travel planning, marketing initiatives, complementary travel planning measures, road safety interventions at schools, roadshows
Cycling		Cycle training programme, cycle parking programme, Biking Borough projects
Local Transport Fund		Proposals to be developed
Accessibility		Community transport project

8.3 Appendix 3: Type of Consultation for schemes

Scheme Name / Location.	Allocation (£k)	Consultation Type		
	2012/13	Notification	Statutory Notification	Full Consultation
Principal Road Renewal				
A1010 Tottenham High Road [Brantwood Road to no.769]	202	✓	✓	
A1080 Westbury Avenue	210	✓	✓	
A103 Tottenham Lane [Clocktower to no. 50]	113	✓	✓	
Bridges				
Wightman Road over rail	50	N/A	N/A	N/A
Main Roads/Neighbourhoods				
Green Lanes between Turnpike Lane and Borough boundary	586	✓	✓	✓
Tottenham gyratory complementary measures – 20mph zone	30	✓	✓	✓
Green Lanes urban realm improvements	250	✓	✓	✓
Tottenham High Road urban realm improvements	50	✓	✓	✓
Town Hall Approach Road environmental and accessibility improvements	50	✓	✓	✓
Local Safety Schemes				
The Roundway/Lordship Lane	20	✓	✓	✓
Upper Tollington Park	40	✓	✓	✓
Lordship Lane/Granville Road	25	✓	✓	✓
Creighton Road	60	✓	✓	✓
Reactive safety	65	✓	✓	✓
Smarter Travel				
Support active travel for leisure, entertainment, shopping trips	148	N/A	N/A	N/A
Encourage an increase in cycling particularly in south west of the Borough	260	N/A	N/A	N/A
Improve child safety	170	N/A	N/A	N/A
Cycling				
Biking Borough – LIP funding	147	✓	✓	

Biking Borough – TfL non-LIP funding	205	✓	✓	
Greenways – link 04	100	✓	✓	
London Cycle Network Plus link 78	100	✓	✓	
Cycle Training	100	N/A	N/A	N/A
Cycle Parking borough wide	21	N/A	N/A	N/A
Walking				
Highway and pedestrian improvements at High Road/Northumberland Park junction [GLA funding]	300	✓	✓	
Cross Lane cycle and walking improvements [developer funded]	70	✓	✓	
Hale Village access and footway enhancements S 278	125	✓	✓	
Eden primary school Creighton Avenue safety and access improvements S 106	82	✓	✓	
Stainby Road, N17 lighting and footway resurfacing S 106	30	✓	✓	
Former Hospital site, Park Road pedestrian safety and amenity improvements S 106	154	✓	✓	
426 – 428 Archway Road, N6 footway improvements S 106	15	✓	✓	
Tottenham Town Hall pedestrian and bus user enhancements S 106	10	✓	✓	
25 Watson Road, N22 footway, street lighting S 106	100	✓	✓	
26 Lordship Lane, N17 footway works S106	20	✓	✓	
Bounds Green industrial estate, Ringway, N11 footway and cycle route improvements S 106	30	✓	✓	
Hampden Road/Wightman Road junction, Turnpike Lane, Penstock footpath pedestrian, cycle, junction and lighting improvements S 106/S 278	285	✓	✓	

Town Centres/Transport Hubs				
Wood Green – scheme design, consultation and some implementation	1000	✓	✓	✓
Accessibility and Environment				
Shopmobility project	40	N/A	N/A	N/A
Hornsey area - environmental improvements [DIY streets]	225	✓	✓	✓
Warwick Gardens – environmental improvements [DIY streets]	80	✓	✓	✓
Local Transport Fund	100	✓	✓	
Council Capital Investment				

Street lighting new columns	400	✓	✓	
Classified and Unclassified roads resurfacing	350	✓	✓	
Footway relaying	150	✓	✓	

8.4 Appendix 4 – Sustainable Transport Work Plan achievements 2011/12

The Council has been nominated under the London Transport awards for Transport Borough of the Year.

8.1 **Local Safety Schemes** – projects delivered comprised a 20mph school zone outside Woodside School on White Hart Lane; removal of a one way gyratory at West Green Road/Spur Road/Philip Lane and traffic modelling for a scheme at The Roundway/Lordship Lane junction.

8.2 **Smarter Travel** – we delivered 50 cycle training courses at Borough schools and more than 200 individuals received cycle training. We organised a number of events throughout the year including participating in Green Fair, supporting Tottenham Carnival, Lordship Rec, Hornsey DIY and held Dr Bike sessions in parks throughout the summer. In conjunction with local schools we carried out Theatre in Education project, promote cycling in schools, ran a Junior Citizens scheme and developed a video to promote good behaviour on buses [Busology]. We have acquired a vehicle to promote smarter travel which will form the basis for future roadshows.

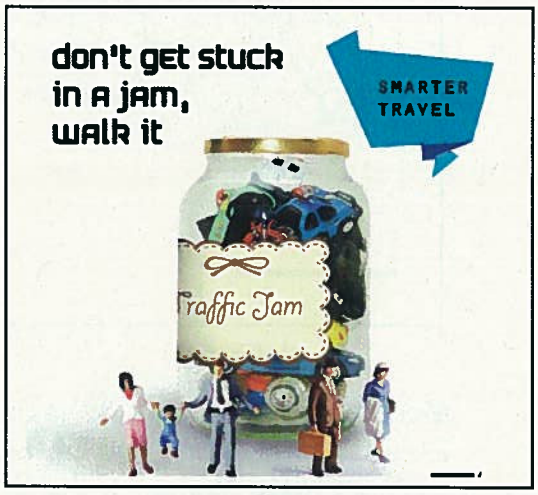
Haringey's Smarter Travel Roadshow at the Green Lanes Festival 2011.

In September 2011, the Council launched its smarter travel programme with the following initiatives:

- Smarter travel roadshow, which achieved over 500 enquiries at its launch at Green Lanes festival in September 2011.
- School travel planning
- Workplaces, Town centre and retail area travel planning
- Neighbourhood champions (Doctors, Head teachers, youth workers, faith groups, mum/toddler groups) to promote personalised travel planning and community projects
- Road safety education, training and publicity

- Safe and efficient driving / road safety campaign
- Supporting measures for cycling hubs, cycle superhighway and greenways routes
- Walking and cycling reward schemes
- Promotion of car clubs, electric vehicles, car sharing, and efficient driving methods
- Monitoring programme including attitudinal surveys to assess influences on behaviour change.

Examples of Haringey's smarter travel marketing campaign poster



8.3 **Walking** – pedestrian accessibility enhancements in various locations through development proposals; plus dropped kerbs at various locations.

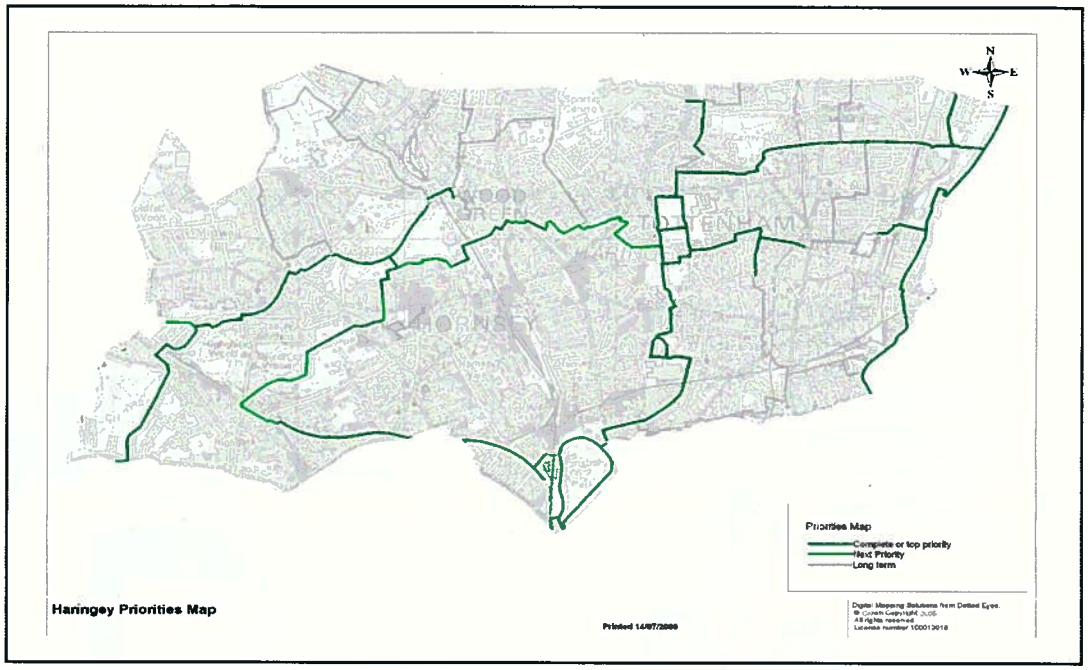
8.4 **Principal Road Maintenance** – schemes completed on Tottenham Lane, N8 and Muswell Hill Broadway, N10.

8.5 **Cycling** – 65 cycle stands have been installed; completed a new crossing at Hermitage Road/St Ann's Road including additional pedestrian crossings; new cycle crossing of Priory Road by Park Avenue South; contra flow cycle lane on Lymington Avenue.

We are delivering a comprehensive cycle projects programme including routes, parking and training. This continuing investment has delivered an 8% annual increase in cycle trips over the last decade which equates to over 3000 additional cycle trips now being made each day.

Greenways shared cycle and pedestrian routes
The Greenways routes provide increased accessibility, safety and connectivity for pedestrians and cyclists through a network of traffic-free green corridors and numerous specially constructed sections to create a quality cycling and pedestrian link across the borough.

Current and proposed network of Greenway routes.



Monitoring of the greenways usage shows an impressive uptake with an estimated 214,000 pedestrians and 24,000 cyclists annually accessing the newly installed Belmont Road section of the Greenways route.

Before and after photos are shown below.

Greenways link 4: North View Road

Before:

After:

Oxford Road – Parkland Walk entrance

Before: After

Haringey Biking Borough strategy

We developed a cycling strategy in 2010 to identify measures to increase cycling rates in the borough.

The Council is delivering the following key initiatives during 2011/12:

- **Creating a cycling hub** around Wood Green town centre, focusing substantive infrastructure and marketing measures in a concentrated geographic area in order to improve the attractiveness of cycling to a variety of markets.
- **Creating cycling communities** to increase the take up and frequency of cycling, through the following initiatives:
- **Outreach project** to raise low cycling levels in specific sections of the community.
- Cycling on Prescription – Working with local NHS/PCT to refer patients to cycling as part of treatment for variety of health disorders;
- **Community bike recycling scheme** for provision of bicycles for local residents.
- **Recruitment of volunteer rangers to identify improvements to cycling network** and monitoring cycle parking demand.
- **Promotional and marketing measures** to raise cycling profile & broaden the appeal of cycling.
- **Cycle Network development** - incorporating cycle routes, and proposed cycle superhighways
- **Traffic management** – including traffic calming schemes, permeability measures;
- **Integration** with broader transport schemes - Auditing all relevant transport schemes for 'cycleability'.
- **Increase cycle parking and security**

Cycle training programme

We support cycle training for school and individuals who live, work or study in the borough. Cycle training is provided to bikeability level 2 certification enabling the cyclist to demonstrate the ability to ride safely and confidently on the road. Surveys carried out by the Council show cycle training increases cycling usage and improves safety and confidence for cycling on busy roads.

Bicycle Maintenance Sessions

We provide free bicycle maintenance sessions and under took group cycle training sessions in Haringey's parks. This free resource has encouraged over 400 residents to residents to bring their bicycles along for maintenance check ups and cycling

advice. This encouraged infrequent and non cyclists to repair their bicycles and exercise through cycling. See flyer, below for the summer 2011 activities.

8.6 **Bridges** – strengthening design work commenced on Wightman Road and assessments completed of 5 bridges.

8.7 **Corridors/Main Roads** – completed bus stop accessibility and pedestrian accessibility improvements on High Road, N22. We commenced design work for Green Lanes corridor including extensive traffic modelling. We have worked closely with the local community in developing our proposals. Funding of around £2m through the Outer London Fund for Green Lanes has been generated based on a community designed scheme with our close engagement generating this investment.

8.8 **Car Clubs** – provision of additional 2 car club bays in Waldeck Road as part of the DIY streets scheme in Langham Road area.

8.9 **Council Investment – Highways Planned Maintenance** – delivered 15 carriageway resurfacing schemes to improve deteriorated sections of the network. In addition 13 footway locations were re-laid.

8.10 **Council Investment – Street Lighting renewals** – delivered £0.8m renewal programme for replacement of street lighting. This equated to approximately 435 columns.

8.11 **Environment** – The Council, in partnership with the local community and Sustrans, is introducing a unique DIY Streets approach to a group of streets in the Langham

Road area. This project will deliver an innovative community led neighbourhood improvement scheme. This project aims to reduce traffic speeds and through traffic, enhancing the environment and improving resident's sense of community within their area. It incorporates traffic calming measures, accessibility and lighting improvements, reuse of derelict space for community use, and the installation of a car club and electric vehicle charging infrastructure.

Artist impression of DIY streets scheme

The Council's investment in road safety schemes has achieved a 51% reduction in KSI accidents by 2010, from the 1994/98 baseline.

We have also commenced initial consultation for a scheme in the Hornsey area including two event days.

Sustrans have been impressed with our partnership working. There is potentially funding of around £100,000 in 2012/13 through the Connect 2 project for development of our Greenways.

8.12 **Town Centre** – we have commenced initial design work for Wood Green town centre including traffic modelling of options for Turnpike Lane junction. The scheme is high profile and is one of the few major schemes in North London. Our investment is likely to be in excess of £4m and support Wood Green's status of Metropolitan Town Centre with significant enhancement to the urban realm, better pedestrian and cycle access and improved footways and lighting.

8.13 **Bus stop accessibility** – we have delivered measures on Lordship Lane, St Ann's Road and Westbury Avenue following successful bids to TfL for funding above our LIP allocation.

8.5 APPENDIX 5 – Programme of Works delivered in 2011/12

TABLE 5.1 – SUMMARY OF LIP PROGRAMME AND OTHER TFL FUNDING 2011/12

LIP PROGRAMME	Original 2011/12 Allocation (£k)	Estimated 2011/12 Outturn (£k)
Principal Road Maintenance	380	380
Bridge Assessment & Strengthening	162	98
Local Safety Schemes	200	200
ETP (Education, Training and Publicity)	85	85
Electric charging points	20	20
Greenways cycle/pedestrian routes	300	300
Main roads/corridors	250	250
Biking Borough measures	156	156
Cycle training/parking	123	100
Smarter travel initiatives	80	80
School travel plans	308	308
DIY streets	475	475
Workplace travel plans	25	25
Behavioural change measures	65	65
Travel awareness	50	50
Local area accessibility	40	40
Local transport funding	100	100
Major Scheme – Wood Green	100	100
Sub Total	**2,919**	**2,842**
Wood Green bus shelter	10	10
Car Clubs	20	7
Redvers Road bus stand	61	61
Ashley Road bus stand	20	20
Lawrence Road speed table alterations	24	24
TOTAL	**3,054**	**2,954**

TABLE 5.2 – SUMMARY OF HIGHWAYS INVESTMENT PROGRAMME 2011/12

PROGRAMME	2011/12 Budget (£k)	2011/12 Estimated Outturn (£k)
Road and Footway Resurfacing	1274	1299
Road Safety	100	100
Street Lighting	800	805
Structures	113	85
TOTAL	**2,287**	**2,289**

TABLE 5.3: ADDITIONAL SOURCES OF FUNDING IN 2011/12

SCHEME	2011/12 Budget (£k)	2011/12 Estimated Outturn (£k)
658 – 660 High Road, N17 footway and street lighting improvements	49	43
Hale Village, Ferry Lane raised table	40	32
Former day nursery Plevna Crescent, N17 footway improvements	20	20
Rangemoor Road/Herbert Road, N17 – raised table	8	8
1-13 Herbert Road, N17	25	25
2-4 Broadlands Road, N6 footway improvements	30	24
Park Tavern, Willoughby Road, N17 footway and carriageway works	152	152
Chimes Terrace, Tottenham Lane, N8 access/crossover works	18	15
550 White Hart Lane, N17 highways safety works	70	70
Lynx Depot, Coppetts Road, N10 footway improvements	37	28
Total Section 106	**449**	**417**

TABLE 5.4 CLASSIFIED AND UNCLASSIFIED ROADS RESURFACED IN 2011/12

SCHEME NAME / LOCATION	
Classified Roads	**Ward**
Alexandra Park Road, N10/N22	Alexandra
Hampstead Lane, N6	Highgate
Lordship Lane, N22	Noel Park/Woodside
White Hart Lane, N22	Woodside
Wightman Road, N8	Harringay
Unclassified Road	**Ward**
Bishopswood Road, N6	Highgate
Bloomfield Road, N6	Highgate
Holmesdale Road, N6	Highgate
Elder Avenue, N8	Hornsey
Stanhope Gardens, N4	St Ann's
Park View Road, N17	Tottenham Hale
Hartham Road, N17	Bruce Grove
Holmesdale Terrace, N15	Seven Sisters
St Loys Road, N17	Bruce Grove
Woodside Road, N22	Woodside
Gladstone Avenue, N22	Noel Park
Stanmore Road, N15	West Green
Perth Road, N22	Woodside
Newlyn Road, N17	Bruce Grove
Pemberton Road, N4	Harringay

TABLE 5.5 – FOOTWAY MAINTENANCE SCHEMES COMPLETED 2011/12

Roads	Ward
Wightman Road, N8	Harringay
Onslow Gardens, N10	Muswell Hill
Hurst Avenue, N6	Crouch End
Dukes Avenue, N10	Alexandra/Fortis Green
Rokesly Avenue, N8	Hornsey
White Hart Lane, N22	Woodside

Park Avenue, N22	Woodside
Gladstone Avenue, N22	Noel Park
Tower Gardens Road, N17	White Hart Lane
Awlfield Avenue, N17	White Hart Lane
Flexmere Road, N17	White Hart Lane
Newsam Avenue, N15	St Ann's
Antill Road, N15	Tottenham Hale
Bedford Road, N22	Alexandra

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8.6 Appendix 6: Summary of Final Local Implementation Plan

EXECUTIVE SUMMARY

Haringey Council are legally required to prepare a Local Implementation Plan (LIP) containing proposals for the delivery of the Mayors Transport Strategy (MTS) in Haringey. The LIP is a borough wide transport strategy detailing the council's transport objectives and delivery proposals for 2011-2014 which reflect the transport needs and aspirations of people in Haringey and contributes towards the implementation of key priorities within the MTS over the 20 year period 2011-2031.

Haringey's transport challenges

The transport challenges and opportunities facing Haringey over the next 20 years have been identified and prepared within the context of the goals and challenges of the MTS, the sub regional transport plan for North London, and through consultation with Haringey residents and key stakeholders. From this the following LIP objectives have been developed:

- Reduce Haringey's deprivation and health inequalities by improving access for all to essential services, including health, education, employment, social and leisure facilities across the borough.
- Ensure Haringey's transport network can accommodate increases in travel demand by tackling congestion, increasing sustainable transport capacity, encouraging modal shift and reducing the need to travel.
- Facilitate an increase in walking and cycling to improve the health and wellbeing of Haringey's residents.
- Reduce the number of people killed and seriously injured on Haringey's transport network and reduce the number of casualties among vulnerable road users.
- Increase transport access and connectivity to and from Haringey's key employment and regeneration areas, including Wood Green town centre, and the growth areas of Haringey Heartlands and Tottenham Hale.
- Improve air quality within the borough through initiatives to reduce and mitigate the effects of pollutant emissions from road and diesel operated rail transport.
- Reduce Haringey's CO_2 emissions from transport through smarter travel measures to reduce car use and encourage the use of low carbon transport alternatives, to ensure the transport sector makes the necessary contribution to achieving a 40% carbon reduction by 2020 and a 60% reduction by 2025.
- Reduce crime, the fear of crime and anti-social behaviour on all modes of transport and in the public realm in Haringey.

Haringey Council

- Improve the condition and legibility of principal roads, cycle paths and footways within the borough, having regard to the public realm, and increase satisfaction with the condition of the network.
- Ensure that transport protects and enhances Haringey's natural and historic environment including biodiversity, geodiversity, landscape, townscape, cultural heritage, water resources and land.
- Minimise the effects of unpredictable events arising from climate change on the transport network.

LIP delivery plan priorities

The objectives have been used to develop our transport programmes and projects. The LIP delivery plan prioritises the types of transport schemes to be delivered through the neighbourhoods and corridors, smarter travel, maintenance and major schemes funded programmes during the 3 years period between 2011/12 to 2013/14 and beyond. The table below summarises the proposals 2011 -2014.

Our Delivery Plan is summarised in the table below.

Project/ Programme	2011/12 £k	2012/13 £k	2013/14 £k	Total £k
Green Lanes, Harringay and St Ann's Neighbourhood	150	586	500	1,236
Tottenham gyratory complementary measures	0	30	160	190
Wood Green High Road north of station to borough boundary	100	0	0	100
Local safety schemes	200	200	200	600
DIY streets – Langham Road area, N8	400	0	0	400
DIY streets – Hornsey area	75	225	100	400
DIY streets – Warwick Gardens area	0	0	90	90
Greenways pedestrian/cycle routes	300	100	0	400
Local cycle routes	0	100	0	100
Biking Borough measures	156	147	147	450
Cycle training	100	100	110	310
Electric charging points	20	20	20	60
Cycle parking	23	21	21	65
Behavioural change measures	65	145	179	389
School travel planning	308	328	308	944
Road safety ETP	85	70	70	225

Haringey Council

Workplace travel planning	25	25	25	75
Travel awareness	50	30	50	130
Accessibility measures	40	40	40	120
Local transport projects	100	100	100	300
Sub total	**2,197**	**2,267**	**2,120**	**6,584**
Principal road maintenance (to be confirmed)	380	493	472	1,345
Bridges (to be confirmed)	166	1,989	1,304	3,459
Sub total	**546**	**2,482**	**1,776**	**4,804**
Wood Green Town Centre – major scheme (subject to approval)	100	1,800	1,956	3,856
Total	**2,843**	**6,549**	**5,852**	**15,244**

Performance Monitoring Plan

As part of the LIP the Council is required by the Mayor to prepare a Performance Monitoring Plan including targets for five mandatory indicators [mode share, bus service reliability, asset condition, road traffic casualties and CO_2 emissions]. We are also proposing a number of non-mandatory indicators with associated targets to reflect our focus on key transport issues.

We are also required to provide clear support for Mayoral projects for cycle superhighways, cycle parking, electric charging points, "Better Streets" principles, cleaner local authority fleets and increasing the number of street trees.

Equality Impact Assessment

In preparation of the LIP delivery plan an Equality Impact Assessment (EQIA) is included to ensure the proposals put forward within the document do not result in discrimination or unfair treatment against equality groups.

Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) of the LIP has been undertaken to ensure the schemes and programmes put forward consider all relevant environmental considerations. The SEA has been produced in consultation with The Environment Agency, Natural England and English Heritage.

Report for:	Cabinet 20 March 2012	Item Number:	

Title:	Proposals to expand Welbourne Primary school from two to three forms of entry, to take effect with the September 2013 intake

Report Authorised by:	Libby Blake. Libby Blake Director, CYPS

Lead Officer:	Eveleen Riordan – Deputy Head of Admissions (Place Planning) Ext 5019 eveleen.riordan@haringey.gov.uk

Ward(s) affected: primarily the ward within which Welbourne Primary School is located –Tottenham Green ward, and also wards surrounding Tottenham Green.	**Report for Key/Non Key Decisions:** key decision

1. **Describe the issue under consideration**

1.1 In July 2011 the Council's Cabinet agreed a first round of consultation on the possible expansion of Belmont Infant school, Belmont Junior school, Lancasterian Primary school and Welbourne Primary school. The proposed expansions were to address a rising birth rate and a rising demand for reception places in the borough. Any expansion was planned to take place with effect from the September 2013 reception entry.

1.2 Consultation on all four schools was carried out between 12 September and 2 November 2011 in line with the Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form regulations (see Appendix 11). The Cabinet report dated 20 December 2011 details in full the feedback received as a result of the consultation, together with further analysis on why additional reception school places continue to be required in the borough. The December Cabinet report recommended that the consultation on the expansion of all four schools proceed to the next stage – known as the publication of statutory notices.

1.3 Statutory notices were published on Monday 9 January 2012 in respect of Belmont Infant School, Belmont Junior School and Welbourne Primary School and on Monday 16 January 2012 in respect of Lancasterian Primary School. These notices were published in accordance with the Department for Education (DfE) guidance Expanding a Maintained Mainstreamed School by Enlargement or Adding a Sixth Form. These notices were also sent to the DfE and are valid notices.

1.4 This report is on the proposed expansion of Welbourne Primary School only. Members are asked to note that the statutory notices issued in respect of Belmont Infant School, Belmont Junior School and Lancasterian Primary School will be formally withdrawn in accordance with paragraph 4.80 of the above guidance (Expanding a Mainstreamed School by Enlargement or Adding a Sixth Form). If agreed, a further period of consultation, including the reissuing of statutory notices will be carried out in respect of Belmont Infant School, Belmont Junior School and Lancasterian Primary School with dates for this to happen later in 2012 still to be agreed. Further consultation is being carried out as a result of strong opposition to the proposed expansions from the school communities at Belmont Infant School, Belmont Junior School and Lancasterian Primary School, as well as concern from The Vale (a special school catering for children with physical disabilities and associated special educational needs) at how the impact of any expansions will affect Vale pupils. This report is therefore in respect of the proposed expansion of Welbourne Primary School only.

1.5 The statutory representation period is the final opportunity for people and organisations to express their views about the proposals and ensure that they will be taken into account by the 'decision maker'. The decision maker is the local authority (where the local authority take this decision within two months of the end of the statutory representation period (in this instance by 9 April 2012 i.e. two months from the end of the consultation period – 6 February 2012) or the Schools Adjudicator where a decision has not been taken within the prescribed two months.

1.6 This report sets out the responses to the publication of statutory notices and four week (statutory) public consultation on the proposed expansion of Welbourne Primary School from two to three forms of entry with effect from the September 2013 reception entry, provides the most up-to-date information on school rolls across the borough and sets out all known detail on the location of the one free school that has been approved by the Department for Education (DfE) to provide 60 additional reception places and 60 additional Year 1 places in the borough with effect from September 2012.

1.7 The report will recommend that the expansion of Welbourne Primary School from two (60 pupils per cohort) to three (90 pupils per cohort) forms of entry is agreed. The proposal is that the first 3-form reception entry would start in September 2013 and 90 reception places would be offered in subsequent years. The school would have provided a total of 630 receptions places by 2019 should the proposal be approved and implemented. The school currently provides places for 420 pupils in year groups from Reception through to Year 6. It is not proposed that there is any change to the current nursery capacity at Welbourne Primary School.

2. **Cabinet Member introduction**

As a local authority it is our duty to ensure that all school age children have a place at school. I am also keen to ensure that parents have a choice of school for their child and that primary age children do not have to travel far to school. Rising demand means we have needed to look at expansions of our primary schools and a number have already been expanded.

For parents with children already at a school the prospect of building works and expansion is not attractive. My duty as Cabinet member is to take into account the concerns of those parents but at the same time to look at the needs of families in the area whose children will need a place at school within the next few years.

I have attended meetings with parents at Welbourne School and met with the Headteacher and other staff as well as local residents. I believe that the expansion of Welbourne school should go ahead and that it will bring clear benefits to both existing and future pupils.

3. **Recommendations**

Members are asked to:

3.1 Note the feedback from the statutory notice consultation for Welbourne, and the further consultation proposed for Belmont Infant School, Belmont Junior School and Lancasterian Primary School.

3.2 Agree to withdraw the notices in respect of Belmont Infant school, Belmont Junior school and Lancasterian Primary school to allow further discussion and consultation with the school and its community

3.3. Note the analysis of other factors including the provision of and demand for reception places across Haringey and, in particular, in and around Tottenham Green ward.

3.4 Agree the recommendation without modification (in line with para. 4.74 of the DfE guidance) that Welbourne Primary school is expanded from 2

forms of entry (60 places) to 3 forms of entry (90 places) with effect from the reception intake in September 2013. This approval is conditional on the grant of any planning permission required as a result of the expansion works that may or may not be required under the relevant planning legislation.

3.5 Note that the approved Capital Programme for 2013-2015 includes indicative budgetary provision of £4.1m for the expansion of Welbourne School over the next three years but that there remain risks as outlined later in this report as the project is at an early design stage and there is continuing uncertainty about future capital allocations from DfE after March 2013.

3.6 Note that once we have established the location of free school provision for September 2012, we may publish a further statutory notice revoking our intention to expand Welbourne Primary School. This revocation would be in accordance with the provisions of the guidance sent out in the document Expanding a Maintained Mainstream School by Enlargement of Adding a Sixth Form.

3.7 Note that the design of how the additional form of entry will be delivered on site is ongoing and will be the subject of further consultation with the school community, including its Senior Leadership Team (SLT) and Governors.

Other Options considered

3.8 As part of the decision to provide additional reception places through either bulge classes or permanent expansion(s), an officer Pupil Place Steering Group considered the entire primary estate and assessed each school's suitability for expansion against a series of gateways which included, among other things, physical suitability, school standards, local demand and capacity and the school's leadership. The Group also looked at potential sites for new school provision. The Group made recommendations on how to provide additional places based on detailed and carefully considered evidence for the most appropriate and sustainable way in which these additional places could be provided – by the expansion of four schools to provide an additional 87 reception places a year. The schools outlined for expansion were reported to the Council's Cabinet as part of the annual School Place Planning Report in July 2011.

3.9 The detailed work that the group carried out was used as an evidence base to determine the most appropriate schools to expand and this information informed the School Place Planning Report 2011 and the School Expansions Report that was presented to Cabinet in December 2011.

3.10 Because of the detailed work that had already been carried out in determining how and where additional places could be provided, no other options for expansion were considered at the time of writing this report.

Background information
Demand for reception places

3.11 The annual School Place Planning Report 2011 (agreed by Cabinet in July 2011) outlines in detail that borough birth rates and school rolls are increasing year on year leading to a reduction in the number of surplus reception places that we have in the borough at the start of the academic year each September. Overall surplus capacity at reception class level fell from 7.58% in 2005/6 to 1.94% in 2011/12. The Greater London Authority Data Management Analysis Group's (GLA DMAG) school roll projections, updated annually and used to help plan for sufficient school places, indicated that demand for reception places would outstrip supply in September 2011 leading to a deficit in reception places of -3.32%. In fact, for the academic year 2011/12 we have had unprecented demand for reception places across the borough. To date the borough has received a total of 3498 applications for reception places for the academic year 2011/12. When broken down, this figure represents a total of 2952 on time applications and a further 540 late applications received i.e. received after the national closing date for applications for reception of 15 January 2011. This figure represents the highest demand for reception places on record in the borough.

3.12 We now have the latest figures available for reception applications for 2012 entry. On time applications for entry into reception in September 2012 stands at 3132. This represents an increase of 80 applications when compared with the same period last year (an increase in almost three reception classes). Full details of the applications to Haringey primary schools are set out in Appendix 1.

3.13 As set out in the School Place Planning Report 2011, the provision of additional reception places for September 2011 were delivered through the use of 'bulge' (one-off) classes at Lancasterian Primary School and Alexandra Primary School to create a total of 60 additional places in time for September 2011 entry. However, despite the additional 60 places created through the bulge classes outlined above, and the provision of 30 places at Rhodes Avenue Primary School in September 2011 (as the result of a permanent expansion) and the provision of 30 places at Eden Primary (as the result of the opening of the borough's first free school), there were still children without a school place at the start of the autumn term in September 2011. To address this, two further bulge classes were provided (to open in January 2012) at Welbourne Primary School and at South Harringay Infant School.

3.14 Following the close monitoring of reception demand and supply, one further bulge class has now been provided at Seven Sisters Primary School and opened in February 2012. Pupils were offered a place in the additional class at Welbourne in January 2012. Places were offered from the waiting list which meant that some pupils had already been offered and started at lower preference schools in September 2011. Therefore the decision to move was not straight forward. In addition there were some families who did not respond to the offer of the school place which required the place to be withdrawn (this is a process that takes a number of weeks). There are currently 30 offers which have been made and 22 are on roll. It is anticipated that the number on roll will rise to 30 soon as we continue to receive a high number of reception applications within the Welbourne Primary School area.

3.15 We are now giving consideration to the provision of additional reception places for 2012. We do not receive the updated GLA school roll projections until late March. However, based on reception applications for 2012, we have already received enough applications to fill all of our available reception places and, with the knowledge of the increasing birth rate, we are expecting demand to be in the region of the 2011 reception intake and we expect that this will be reflected in the GLA's projections when we receive them.

Birth rates in the borough and local to Welbourne

3.16 Birth rates in the borough are rising. This is a pattern repeated across the majority of London boroughs. The report to Cabinet in December 2011 showed that birth rates are on an upward trajectory which is expected to continue until 2017/18 (paragraph 5.9 of the December Cabinet report). Since that report was presented to Cabinet in December 2011, we have received a further set of birth data from the Office for National Statistics (ONS). This data shows the actual births for the period September 2009 to August 2010 (where previously we have had only projections). This data corresponds to the September 2014 reception intake. When compared with births for the corresponding period in 2008/9 the data shows an increase of 221 births (up from 4191 in 2008/9 to 4412 in 2009/10). The Greater London Authority (GLA) predicted that the total number of borough births for 2009/10 would be 4281. The figure of 4412 births shows that actual births are 131 higher than the GLA projections and illustrate that we can expect a greater demand for school places than had previously been projected. A summary of this birth data is included at Appendix 2.

3.17 Of course we know that between birth and school some families will chose to move out of the borough. We currently project that

approximately 25% of children born in the borough will not seek a school place in the borough when they reach school age. Even allowing for this, demand for school places in our borough will increase as a result of the increase in the number of children being born.

3.18 On a ward by ward basis, the births for Tottenham Green ward, where Welbourne is situated, are up by 11 births in the one year between 2008/9 and 2009/10 (rising from 270 to 281) (see Appendix 2).

3.19 The January 2012 PLASC[1] data for Welbourne shows the following pupils currently on roll:

Rec[2]	Y1	Y2	Y3	Y4	Y5	Y6
82	60	60	60	59	54	53

3.20 Foundation and KS1 cohorts full, while known borough wide lower cohorts in KS2 work their way out of the school. We also know that Welbourne Primary is a well led and well managed primary school and that the senior leadership team (SLT) are capable of carrying an expansion forward. Welbourne Primary's last Ofsted inspection determined that the school was 'good'.

School Roll Projections

3.21 The latest available school roll projections from the GLA for 2011/12 show that we expected 3204 reception pupils for 2011/12. As outlined above, while we are still receiving applications for in-year admission to our reception classes, the latest known total number of applications for reception places in the borough for 2011/12 stands at 3498. This is an increase in the demand for reception places of 294 (as of February 2012) on the figure that was previously projected by the GLA. As the number of on time applications for school places is higher than last year, we predict that the total number of applications for reception places in the borough for 2012/13 is likely to exceed the GLA's projected figure of 3210. On time applications already stand at 3132.

Free Schools

3.22 Back in December 2011 I reported to you that we were aware that one free school, provided by E-Act, had been given approval to open a two from entry reception and two form entry Year 1 primary in the Tottenham area of the borough for September 2012. In December 2011 the school had not secured a site for this provision. At the time

[1] PLASC – Pupil Level Annual School Census

[2] The Reception cohort took a bulge class in January 2012 to meet unmet local demand. The reception number at January PLASC was 77 but has increased to 82 since then to reflect the uptake of offers send out from Admissions

of the writing of this report E-Act has still not secured a site for their free school. E-Act has stated that they remain committed to the Tottenham area of the borough, and have been exploring sites in and around Northumberland Park ward. If 60 places are provided in Northumberland Park ward we do not anticipate that these places will meet the more local need that has been identified in Tottenham Green ward. Members will be updated if any decision on a site for the free school is made between now and the Cabinet meeting on 20 March 2012.

3.23 The deadline for applications to the Department for Education (DfE) for free schools for 2013 provision was in February 2012. To date, no free school provider has approached the Council to confirm that they have submitted an application. However, we are aware that one provider, the Academy of Entrepreneurship and Sporting Excellence (AESE), has set out on their website plans to open a through school (ages 4 – 19) from September 2013. They are not required to discuss their plans with the local authority. Further details on AESE's aims and objectives can be found on their website at http://www.aese.org.uk

An overview of the consultation responses

3.24 Consultation on the proposed expansion of Welbourne Primary School from two to three forms of entry took place between 9 January 2012 and 6 February 2012. In the week preceding the start of the consultation a statutory notice was published in the Journal series of newspapers across the borough. A copy of the statutory notice is attached at Appendix 3. In addition to the publication of the statutory notice, the following methods were used to publicise that the consultation as taking place:

- Written notification (via email) to the London Diocesan Board (Anglican) and Diocese of Westminster (Catholic), the governing body of Welbourne Primary School, MPs (Lynne Featherstone and David Lammy), all adjoining boroughs to Haringey (Barnet, Enfield, Islington, Waltham Forest, Hackney and Camden), all head teachers and chairs of governors in Haringey, the Chair of the Haringey Federation of Residents Associations (HEFRA) for dissemination to all residents groups, all relevant trade unions, all directors in Haringey, the DfE's School Organisation Unit
- The consultation document (see Appendix 4) was sent to the school allowing enough copies for all families and staff members
- Fliers (see Appendix 5) were sent out to local residents and businesses.
- A copy of the statutory notice was pinned to all entrances to the school for the duration of the consultation period. A copy of the notice was also displayed in the Marcus Garvey Library.

3.25 A public meeting was held at the school on the evening of Wednesday 18 January 2012. The meeting was attended by six people.

3.26 In response to the consultation one objection was received. At the first round of consultation (September – November 2011) 12 responses were received, 9 of whom supported the proposal and 3 of whom were against the proposal. The one response to the statutory notice period (January/February 2012) consultation was from the South East Tottenham Network Learning Community who said that:

- Schools in South East Network are not full carrying surplus capacity, particularly in the upper year groups. An expansion at Welbourne could facilitate a loss of more pupils through older siblings transferring to the school.
- As small schools do not benefit from economies of scale, any loss in pupils will adversely affect the school's finances, resources, staffing and standards.
- Potentially, schools may be forced to mix age ranges in classes. This is not the best way to raise standards.
- Schools in the South Network are seeing an increase in the number of families wishing to leave the area, some due to the troubles in Tottenham over the summer.
- As there is already surplus capacity in surrounding schools, all available places need to be filled before expanding Welbourne.
- Concern that pupil projections are not accurate.

3.27 The points raised in this response cover a number of issues. In terms of surplus capacity in the upper year groups within the South East network, this specifically refers to the following primary schools - St Ignatius, Coleraine Park, Welbourne, Earlsmead, The Green, Mulberry, Tiverton, Stamford Hill, Ferry Lane, Crowland, and Bruce Grove. We have smaller cohorts in the upper years (KS2) of our primary schools that are in the process of working their way out of primary school and into secondary school. As a result of these smaller cohorts there is a tendency to a greater degree of surplus capacity in KS2. However, more recently, our cohorts have been growing in the foundation and KS1 years due to a rising birth rate and an increasing demand for school places in the borough. The expansion of any school anywhere in the borough is likely to have some impact on neighbouring schools in the short term as parents and carers are better able to access their first place preference. In expanding other schools across the borough, however, there is no empirical evidence that parents will take up the option of moving child who is already in a school because their younger sibling accesses a school which they might not have secured a place at without an expansion. There is clear evidence – based on

actual births and the overall published admission number (PAN) for the borough - that we do not have enough school places in the borough to meet known actual and projected demand.

3.28 With regard to economies of scale, schools that get into difficulty are often those that cannot fill their classes; this is exacerbated if the school is small and therefore without the resources available to larger schools. Haringey Council provides additional resources for small schools and a guaranteed minimum class-size in Key Stage 1, but we will need to be mindful that no school becomes financially unviable as a result of expanding other local schools. We also need to bear in mind that there may be families who may wish to choose a one form entry school over a two or three form entry school.

3.29 The Council's Place and Sustainability Directorate have been working with and for the local community to help in the transformation of Tottenham following the Tottenham riots in the summer of 2011. As part of that work officers have spoken with local communities, businesses and other stakeholders to gather information and views that will inform the next steps for the area. Early analysis from consultation events that have taken place on Transforming Tottenham has thrown up no evidence that families are leaving Tottenham as a result of the riots or for any other reasons. Conversely, recent changes in how benefits are being calculated suggests that some areas, including many of the Tottenham wards, may attract families on benefits who are unable to live in other areas of London as they become unaffordable as a result of the changes to the benefits system. The Place and Sustainability Directorate are in the process of analysing online questionnaires on the local area. Any further evidence on departure of families as a result of this will be reported verbally to Cabinet if it arises. The Tottenham Community Panel has also produced its initial findings following the gathering of local views and information in the aftermath of the riots. These initial findings and recommendations are available to view in *After the Riots: Taking Tottenham Forward*. At the heart of the Panel's recommendations are, among other things, the importance of family and support for families, including educational support.

3.30 Our records of demand and supply do not show any significant level of surplus capacity in the local area. Full details of the latest available census data for schools in our South Area network are attached at Appendix 6. This data shows that reception classes and KS1 in this network area are at or close to capacity. There is some capacity in upper year groups (KS2) for reasons outlined above. However, capacity in the upper year groups cannot provide places for reception aged children.

Current Position in other boroughs

3.31 We recently met with colleagues in neighbouring boroughs to discuss demand for school places in their boroughs. Pertinent to the possible expansion of Welbourne Primary school is demand in Enfield, Hackney and Waltham Forest as these boroughs have a borough boundary close to this school (within a mile). Without exception they are also seeing a very high demand for school places and are panning for additional places in the form of expansions and bulges to meet this increasing demand.

Conclusion

3.32 We have seen that birth rates are continuing to rise at a level that exceeds previous projections for the borough – an increase of 635 births per year since 2000/1. Nationally birth rates are at a 40 year high, with birth rates up by 2.4% in the last year alone[3]. Total fertility rates are also rising with the number of children women are having up from 1.96 in 2009 to 2.0 children per woman in 2010[4].

3.33 While we are not yet in possession of the latest round of school roll projections from the GLA (they are expected in March 2012) our last known projections from them (reproduced at Appendix 7) shows an increase of 121 births on the projected school rolls for 2009/10 and the actual school rolls for 2009/10. We currently expect that the latest projections from the GLA, due in March 2012, will reflect this upward trend.

3.34 For September 2012 we sought to accommodate the vast majority of the expected demand in bulge classes to allow us to effectively manage the risk and to provide enough places in the short term, but not over provide if demand peaks in 2012 (projections become less certain the further into the future they predict). However, even allowing for bulge provision, we ran out of school places and have had to add additional bulge classes at several of our primary schools. In assessing on time applications for 2012 reception entry we already know that demand is higher for the coming academic year than it was for the current academic year.

3.35 The location of the free school to be provided by E-Act remains uncertain and this has meant that our planning for school places is less effective until such time as we know where E-Act will provide an additional 60 reception places in 2012. However, all evidence to date does point to the fact that we expect that the additional provision is

[3] Source: Office for National Statistics
[4] Source: The Guardian 13 July 2011

likely to be further north than the area immediately around Welbourne Primary school. If there is any further information on the free school location between the finalising of this report and the Cabinet meeting on the 20 March 2012, members will be advised orally or with a written update.

3.36 We have looked very carefully at the objection that we have received in respect of the proposal and have balanced this against the other evidence that we have on birth rates, school rolls, admissions data and surplus capacity.

3.37 On balance we are of the opinion that the expansion of Welbourne Primary should proceed with effect from September 2013 and provide additional places in the area local to Welbourne to ensure that we are able to provide sufficient school places.

3.38 We have listened to the views that have been expressed and while we acknowledge that the expansion will bring challenges to the school, we are confident that the school and its management are very able to meet these challenges and ensure that Welbourne succeeds as a three form entry school. Further, demand for school places in the local area and its continued upward trajectory reassures us that there will be no significant impact on the demand for other local schools.

4. Comments of the Chief Finance Officer and financial implications

4.1 The report has both capital and revenue implications:

Capital

4.2 The Council's approved capital programme for the financial years 2011/12 to 2014/15 includes total indicative budgetary provision of £4.1m for the Welbourne Primary School expansion project.

4.2 The project is at an early stage of design, and there is still significant risk that as the design develops there may be pressure on the provisional budget which has been approved.

Programme Delivery Project Life	2011/12	2012/13	2013/14	2014/15	Outturn forecast
	£000	£000	£000	£000	£000
Welbourne	111	1,240	2,020	700	4,071

4.3 The Council will use a combination of funding sources to support the capital expenditure for this project, including S106 contributions from new developments. The majority of funding is expected to be provided by capital grant from DfE. However, confirmation of grant has only been received for 2012/13. Future allocations have not yet been announced to Local Authorities and there is considerable uncertainty about government policy in this area. Members need to be aware of the risk that other Council resources may be required to ensure this project is completed so that the Council's statutory duty to provide places is fulfilled.

Revenue

4.4 The DfE have consulted on proposed major changes to the schools funding methodology. The outcome of the consultation is not yet known but it is expected to be implemented in April 2013. The Chief Finance Officer's comments are based on the current national and local methodologies.

4.5 Revenue funding for schools is provided to Local Authorities (LAs) through the Dedicated Schools Grant (DSG) and is based on pupil counts in the January preceding the start of a financial year. An LA will therefore not receive full funding for an expansion in pupil numbers entering classes in September until the following financial year.

4.6 Haringey Council's Schools Funding Formula provides an expanding school with funding for class-room costs for $^{7}/_{12}^{ths}$ of a financial year (September to March) plus start-up costs of $^{3}/_{12}^{ths}$ of a financial year. This cost is met from the DSG.

4.7 The Funding Formula also protects small classes in Key Stage 1 by providing additional funding if a year group falls below an average of 24. Therefore, an expanded class with fewer than 24 pupils requires a greater resource per pupil.

5. Head of Legal Services and legal implications

5.1 The Head of Legal Services has been consulted on the content of this report.

5.2 Paragraph 2.16 of the Department for Education's The School Admission Code dated 01 February 2012 states that admission authorities for admission in 2013/2014 must provide for the admission of all children in the September following their fourth birthday. The authority must make it clear in their arrangements that

a) parents can request that the date their child is admitted to the school is deferred until later in the academic year or until the term in which the child reaches compulsory school age, and

b) parents can request that their child takes up the place part-time until the child reaches compulsory school age.

5.3 Sections 18 and 19 of the Education and Inspections Act 2006 (the 'EIA') provide for alterations to schools. Section 19 relates to the publication of proposals to make alterations. Sections 21, 24 and 27 allow the Secretary of State to make regulations governing the publication and determination and implementation of proposals.

5.4 Any determination in relation to the proposed expansion must be made within the period of 2 months from the end of the representation period. The representation period is the final opportunity for people and organisations to express their views about the proposals and ensure that they will be taken into account by the decision maker. The representation period ended on 9 February 2012.

5.5 The School Organisation (Prescribed Alteration to Maintained Schools) (England) Regulations 2007 made under section 18 of the EIA provide that those bringing forward statutory proposals to expand a school must consult with interested parties and in doing so must have regard to the Secretary of State guidance. The regulations also state that the authority must have regard to the Secretary of State guidance when considering or determining proposals and making decisions on matters of implementation. Schedule 5 to the Regulations sets out the information to be included and provided in relation to the proposals. Paragraph 5 relates to school capacity which includes proposals for the enlargement of schools.

5.6 Paragraph 31 of Schedule 5 to the Regulations states that in determining proposals to which the Schedule applies the local authority may -

(a) reject the proposals;

(b) approve the proposals without modification

(c) approve the proposals with such modification as the authority think desirable - before approving any proposals with modifications the authority must consult the governing body

5.7 Where proposals are approved by the authority (whether with or without modifications) the approval may be conditional on the occurrence of an event prescribed in paragraph 38. Such specified events, cited in the regulations, include, for example, the grant of planning permission under Part 3 of the Town and Country Planning Act 1990. If the

approval is expressed to take effect only if a specified event occurs then the event must occur by the date specified in the approval.

5.8 Under paragraph 39 proposals may be withdrawn by the local authority which published the proposals provided that
(a) such proposals are withdrawn before any determination is made, and
(b) written notice is placed at the main entrance to the school or, if there is more than one main entrance, all of them

5.9 Paragraph 40 states that with regard to the implementation of proposals they must be implemented in the form in which they were approved.

5.10 Paragraph 41 provides for revocation of proposals after approval on the basis that the local authority is satisfied that
(a) implementation of the proposals would be unreasonably difficult; or
(b) circumstances have so altered since the approval was given that implementation would be inappropriate.

5.11 The paragraph also sets out the procedure for effecting revocation including what the revocation proposals must contain and how they should be published. Under this paragraph the authority may therefore determine that the duty to implement (set out at paragraph 5.9 above) ceases to apply to the proposals.

5.12 The Department for Children, Schools and Families (now the Department for Education) Guidance Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form A Guide for Local Authorities and Governing Bodies contains both statutory and non statutory guidance for those considering publishing proposals to expand a school under section 19 of the EIA 2006, those deciding proposals and also in relation to information for those affected by proposals for the expansion of a school.

5.13 Paragraph 21 of the guidance states that where proposals require capital resources for their implementation the funding for the proposals should be in place when the proposals are decided.

5.14 Paragraph 2.6 states that there is no maximum limit on the time between the publication of a proposal and its proposed date of implementation but circumstances may change significantly if too long a period elapses and further states that the implementation date for the proposals should be within 3 years of their publication.

5.15 Paragraph 4.3 of the guidance states that if the LA fail to decide proposals within 2 months of the end of the representation period the

LA must forward the proposals, and any received representations (i.e. not withdrawn in writing), to the schools adjudicator for decision. They must forward the proposals within one week from the end of the 2 month period.

5.16 Paragraph 4.7 of the guidance sets out four key principles which the authority should consider before judging the respective factors and merits of the proposal that the information is complete, that the notice complies with the statutory requirements and that the statutory consultation was carried out. Attention is drawn to paragraphs 1.2, 1.3, 1.6, 3.23 to 3.29 of the report. The guidance is attached at Appendix 11 and attention is also drawn to paragraphs 4.17 to 4.73 inclusive.

5.17 Due consideration must be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. An overview of the consultation is set out in paragraphs 3.23 to 3.29 of the report. Further due regard must also be had to the authority's public sector equalities duties before a final decision is reached taking into account the comments at section 6 of the report and the equality impact assessment attached at Appendix 9. Details of the public sector equality duty under the Equality Act 2010 and to which the authority must have due regard is set out in Appendix 10 to the report.

6. Equalities and Community Cohesion Comments

6.1 Providing local school places to meet local demand helps to contribute towards the development of sustainable communities.

6.2 An EqIA for Welbourne Primary school was carried out as part of the first round of consultation on the possible expansion of the school. A further EqIA was updated following the further round of consultation on the expansion that took place between January and February 2012. A copy of the updated EqIA is included at Appendix 9 to this report.

6.2 The EqIA for Welbourne Primary School shows that the school expansion proposals could potentially have a negative impact on race. The school has a high proportion of children of Black & Minority Ethnic origin, including disproportionately high numbers of Black Caribbean and Congolese children, both of which groups have levels of attainment at KS2 that is significantly below the Haringey average. It is therefore important that provision and support for these students is maintained throughout the process of expansion and beyond.

7. Policy Implication

7.1 The proposed expansion of Welbourne Primary School has been recommended following carefully consideration of all material factors including the overall need for additional school places in the borough, the areas of the borough where that need is evident, the most effective way to increase the number of school places that we currently have, and an assessment of the schools that have the management and performance to carry an expansion forward successfully. By providing additional places at Welbourne Primary School that we project will be required we are contributing towards planning to meet the projected demand for future places from both children who have already been born and for those children that it has been projected will be born over the coming years. This underpins the Council's Children and Young People's Strategic Plan 2009 – 2020 which seeks to develop sustainable schooling (under the priority of Enjoy and Achieve) and empower families and communities through the provision of local school places (under the priority of achieving economic wellbeing)

8. Use of Appendices

Appendix 1 On time applications to Haringey for the last two years (set against overall PAN)
Appendix 2 ONS birth data for Haringey by ward and planning area
Appendix 3 Statutory notice for Welbourne Primary school
Appendix 4 – Consultation document
Appendix 5 Fliers for local residents and businesses
Appendix 6 PLASC data for South area network
Appendix 7 GLA projected rolls – please note that the GLA projected we would have 3,204 children at the time of the January count, the 2012 PLASC showed that there were 3198. This was an over projection of 1%, a difference of 6 children.
Appendix 8 planning area map
Appendix 9 EqIA for Welbourne Primary school
Appendix 10 Public Sector Equality Duty
Appendix 11 Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form regulations

9. Local Government (Access to Information) Act 1985

9.1 Previous School Place Planning Reports, School PLASC returns, GLA birth data and school roll data and projections, ONS birth data.

Appendix 1- On-time applications to Haringey residents for the last two years (set against overall PAN)

Intak Year	No. of pupil applications	PAN
intake Sept 11*[1]	2952	3101*[2]
Sep-12	3132	3170

*[1] in addition, Haringey has received just over 500 late applications for the reception 2011 intake. **These late applications are not included in the 2011 entry figure of 2952.**

*[2] includes places at Rhodes Avenue and Eden school but does not include additional bulge classes

Appendix 2 – ONS Birth data for Haringey by ward and planning area – (September 08 –August 09 and September 09-August 10)

PA	Ward	Sep 08-Aug 09	Sep 09- Aug 10
1	Alexandra	149	181
	Muswell Hill	130	150
	Fortis Green	229	170
	Sub-Total	**508**	**501**
2	Highgate	142	170
	Sub-Total	**142**	**170**
3	Crouch End	206	198
	Hornsey	207	187
	Sub-Total	**413**	**385**
4	Stroud Green	171	182
	Sub-Total	**171**	**182**
5	Harringay	216	239
	Sub-Total	**216**	**239**
6	St. Ann's	275	252
	Sub-Total	**275**	**252**
7	Seven Sisters	322	345
	Sub-Total	**322**	**345**
8	Tottenham Green	270	287
	Sub-Total	**270**	**287**
9	Tottenham Hale	282	276
	Sub-Total	**282**	**276**
10	Northumberland Park	258	297
	Sub-Total	**258**	**297**
11	White Hart Lane	227	231
	Sub-Total	**227**	**231**
12	Bruce Grove	296	300
	West Green	199	229
	Sub-Total	**495**	**529**
13	Noel Park	225	210
	Sub-Total	**225**	**210**
14	Bounds Green	139	245
	Woodside	248	263
	Sub-Total	**387**	**508**
	Grand Total	**4,191**	**4,412**

Appendix 3 – Statutory Notice for Welbourne Primary School

Expansion of Welbourne Primary School

Notice is given in accordance with section 19(1) of the Education and Inspections Act 2006 that Haringey Council intends to make a prescribed alteration to Welbourne Primary School (Community School) Stainby Road London N15 4EA from 01 September 2013.

The proposal is that the first 3-form reception entry would start in September 2013 and that 90 places would be offered in subsequent years. The school would eventually cater for 630 children by 2019.

The current capacity of the school is 420 and the proposed capacity will be 630. The current number of pupils registered at the school is 395 (October 2011). The current admission number for the school is 60 and the proposed admission number will be 90.

Number of pupils to be admitted in the first school year in which each stage is implemented: 2013/14-450, 2014/15-480, 2015/16-510, 2016/17-540, 2017/18-570, 2018/19-600, 2019/20-630

This Notice is an extract from the complete proposal. Copies of the complete proposal can be obtained from: www.haringey.gov.uk/welbourneexpansion or contacting Carlene Liverpool (contact details below).

Within four weeks from the date of publication of these proposals, any person may object to or make comments on the proposal by sending them to The Children & Young People's Service, 48 Station Road Wood Green London N22 7TY. E-mail welbourneexpansion@haringey.gov.uk

Signed: Libby Blake

Publication Date: 9 January 2012

Haringey Council

Appendix 4 – Consultation document

Copies of all of the consultation documentation distributed during the consultation

SHAPE THE FUTURE
Have your say
Haringey

Shaping the future of Welbourne Primary School

Consultation on a possible school expansion
Monday 12 September to Monday 17 October 2011

www.haringey.gov.uk/welbourneexpansion

This document sets out:

- That we need more primary school places in the borough to meet demand
- Why we are thinking of expanding Welbourne Primary School
- The proposal for expansion
- Information about new 'Free Schools'
- The consultation timetable
- How you can give your views

PUBLIC MEETING 27 September 2011 in Welbourne School Hall 3.30pm - 4.30pm and repeated 6.00pm - 7.00pm

The School

Welbourne Primary School is located on Stainby Road N15. The school currently takes a total of 60 pupils into its two reception classes in September each year.

Why are we consulting?

This leaflet outlines why the council is thinking about a proposal to create additional school places in Tottenham Green ward by expanding Welbourne Primary School from its current two forms of entry (60 reception places with 30 in each class) to 3 forms of entry (90 reception places with 30 children in each class).

This is the start of public consultation and you will have a number of opportunities to express your views. Your views, along with all the comments we receive, will be considered together with other information that will help the council decide whether or not Welbourne Primary School should be expanded. This other information will include ward and borough birth rates, the number of reception applications received for Welbourne Primary School and for other local schools, and the number of vacant reception places (surplus capacity) in the local area, as well as any new places created by new schools called 'Free Schools' proposed for the local area.

The council has not yet made a decision on this expansion and will listen carefully to views expressed in response to this consultation before doing so.

This is an early stage in the consultation process and we want to listen to local views before deciding whether or not to take the next step in expanding the school. The law relating to expansions, as well as the time it would take us to implement any building works, means that any school expansion proposal would need to move through the five statutory stages set out in the timetable on page 4 of this booklet.

Why are we thinking of expanding Welbourne Primary School?

When thinking about how best to provide additional school places in the borough, we consider a number of things including:

- The current number of spare places in the local area
- The demand for places in the school that we are thinking of expanding, as well as the demand for places in other schools in the local area.
- The location of the school and the physical capacity on site to expand
- The performance of the school and the ability of the school to cope with an expansion

When considered against the above, Welbourne Primary School was identified as a school where it was considered that the strong leadership of the school could manage

the expansion while still maintaining the schools' high standards, and where there is an identified demand in the local area for additional school places.

Both of the schools in Tottenham Green ward are popular, successful and oversubscribed schools. In 2010/11 the total percentage of unfilled places at reception level for all schools across this ward was 0% with no vacant reception places out of a possible 120 places. We know that if we do not provide additional places in the local area we are likely to run out of places to offer all of those children who need one. Also, having so few spare reception places is likely to mean fewer parents will be offered a place at their preferred local school. On 4 April 2011 ('offer day' for primary places) a total of 129 families had listed Welbourne Primary School as one of their preferred schools. Of these 129 families, 67 families had put Welbourne Primary School as their first place preference – the school they would most like to go to.

Across the borough current vacant reception places are insufficient to meet demand and our birth data tells us that the demand for places is going continue to increase, a pattern that we have seen for several years. We have a statutory duty to provide a school place to every child of school age who lives in the borough. The annual School Place Planning Report, available to view at **www.haringey.gov.uk/schoolplaceplanning**, provides more detail on the way that we plan to ensure that there are enough school places to meet demand. The report also sets out those areas of the borough where we know that we are likely to run out of school places if we do not increase the number of places that we have.

The Proposal

The proposal we are consulting you on is to expand Welbourne from its current 2 forms of entry (60 places a year) to 3 forms of entry (90 places a year). The first 3 form reception entry at Welbourne Primary School would start in September 2013 and 90 places would be offered in subsequent years. The school would eventually provide for 630 reception to year 6 children by 2019.

Proposing the creation of additional school places is an important decision for the council. Before we create more places we need to make sure that:

- There is a demand for additional places in the local community
- The change can be made in a way that maintains and enhances educational standards at all schools affected by the outcome.
- The proposals makes the best use of the resources available, and:
- There is well-established and successful leadership and management at the school that we are expanding

Before we made the decision to carry out this consultation we did carry out preliminary work to make sure that the site at Welbourne could accommodate an additional class across all year groups. However, we will not begin work on any detailed plans of how the school will physically accommodate the extra pupils until we are sure that the school is

being expanded. Any expansion works are also likely to be subject to separate planning requirements which will include further public consultation.

You can view further information about this proposal at
www.haringey.gov.uk/welbourneexpansion

Free Schools and the role they play in providing school places

Free schools are new schools that can be set up by a wide range of proposers including charities, universities, businesses, educational groups, teachers and groups of parents. When deciding whether or not to provide additional school places in Tottenham Green ward, the council must also take into account whether there are any 'free schools' providing additional school places in the local area.

The Government's Department for Education (DfE) decides whether or not to allow a free school to open and we are aware that three proposers have submitted applications to the DfE to open free schools in the borough in 2012 – all of them based in Tottenham. The DfE will announce whether any of the three applications or any other group we are not aware of has been successful on 1 October 2011. As we do not yet know the outcome of these free school proposals, we must consider expanding existing schools to ensure that we have enough school places. If any free school applications are agreed then their location and how many additional places they will provide will be considered as part of the decision on whether or not to expand Welbourne. If the DfE announcement on free school provision is made later than 1 October 2011, the timetable outlined overleaf may be delayed until we know whether free school places are being provided locally. This information is very important to us as one of the determining factors on whether or not we proceed with this expansion.

The statutory stages of the expansion of a school

The table below sets out the five statutory stages of expanding a school, with relevant dates for this particular consultation.

Statutory Stage	Description	Date	
1	Start of consultation	12 September 2011	First round of public consultation
	Public meetings	27 September from 3.30pm – 4.30pm and repeated between 6 – 7pm	
	End of consultation	17 October 2011	
	The council's Cabinet decides whether to proceed and publish statutory notices	8 November 2011	
2	The publication of a statutory notice setting out the final proposal	21 November 2011	These dates are provisional and this timetable may be delayed if the DfE do not make an announcement on the 1 October 2011 about free school provision in the borough
3	Representation – a further four week opportunity for the public to express views on the proposals.	21 November – 19 December 2011	
4	Decision – the council's Cabinet make a decision on whether the expansion should go ahead, having considered all of the relevant information. This stage has to be completed within two months of the representation period finishing	7 February 2012	
5	Implementation – the school expands	September 2013	

What happens next?

At the end of this consultation we will review all of the feedback received and report to the council's Cabinet on the outcome. We plan to do this in November 2011 unless the DfE delay their announcement on free school places, in which case we are likely to report to Cabinet in December. Through this process we will make a decision on whether or not to move forward to the next phase, referred to as the "statutory representation" period.

If it is decided to proceed to the next stage of consultation, statutory notices explaining the intention to expand Welbourne Primary School to three forms of entry will be published in local newspapers and at the school entrances. The statutory representation period will last for four weeks and you will have a further opportunity to your views on any expansion.

After the end of the statutory phase, a further report will be sent to the council's Cabinet in February 2012. The report will make a recommendation on whether the expansion should go ahead, taking into account all of the relevant factors, including the results of the consultation, the latest admissions and birth data, any free school places being provided locally and the latest known reception numbers for 2011/12 entry.

How can I give my views?

You can tell us your views on this proposal by:

- attending one of the public meetings arranged for 27 September where you will have the opportunity to ask questions on any aspect of the proposal
- completing an online questionnaire at

  www.haringey.gov.uk/welbourneexpansion

- completing the questionnaire attached and either handing it in at your school or posting it to:
  Haringey Council Consultation Team
  Freepost NAT20890
  PO Box 264
  London
  N22 8BR

- emailing **welbourneexpansion@haringey.gov.uk**
- phoning **020 8489 3607**

Questionnaire and equal opportunities form

The next four pages of this document form the questionnaire for you to tell us your view on the proposed expansion of Welbourne Primary School, and an equal opportunities monitoring form.

As a public authority, Haringey Council is required by law to carry out equal opportunities monitoring of everything we do. This helps us to make sure that all sections of the community have access to the Council whether in terms of jobs or services.

The monitoring is carried out by using nine "protected characteristics" identified in the Equality Act 2010. These are: Age, Disability, Gender Reassignment, Marriage & Civil Partnership, Sex (formerly Gender), Race, Religion or Belief, Pregnancy & Maternity and Sexual Orientation. In order to reflect the full diversity of Haringey, we have added the categories of Refugees & Asylum Seekers and Language.

The information you provide on this form will help us to check that we are fulfilling this duty. It will also help us to improve the quality of services to all of our service users.

Welbourne primary School – proposed expansion questionnaire

Your views are welcomed on the proposal to expand Welbourne Primary School from 2 forms of entry to 3 forms of entry.

Please complete and return this form by 17 October 2011.

You can also complete this form online at **www.haringey.gov.uk/welbourneexpansion**

Other ways to tell us your views are outlined on page 5 of this booklet.

Q1 Please tell us who you are:

- ☐ A parent or carer of a child/children at Welbourne Primary School
- ☐ A parent or carer of a child/children at another school. Which one?_____
- ☐ A parent or carer of a child/children not yet of school age

- ☐ A member of staff at Welbourne Primary School
- ☐ A member of staff at another school. Which one?_____

- ☐ A pupil at Welbourne Primary School
- ☐ A pupil at another school. Which one?_____

- ☐ A member of the governing body at Welbourne Primary School
- ☐ A member of the governing body at another school. Which one?_____

- ☐ A representative of a local community group. Which one?_____

- ☐ A local resident

- ☐ I represent a group/body not mentioned above. Please tell us more_____

Q2 **To what extent do you support the proposal to expand Welbourne Primary School to 3 forms of entry?** (Please tick as appropriate)

☐ Strongly support

☐ Support

☐ Neither support nor do not support

☐ Do not support

☐ Strongly do not support

☐ Don't know

✂

Q3 Please tell us the reason for your views. In particular please let us know what you see as the potential advantages and disadvantages of the proposal. Feel free to use this space for any other comments on this proposal and to add a separate sheet if you need to.

About you

Q4 What is your home postcode? (For example N22 8EH)

_____

Q5 What is your age group?

Under 19	20-24	25-29	30-44
45-59	60-64	65-74	75-84
85-89	90+		

Under the Disability Discrimination Act (DDA) a person is considered to have a disability if she/he has a physical or mental impairment which has a substantial and long-term adverse effect on her/his ability to carry out normal day-to-day activities. This includes people with HIV, cancer and multiple sclerosis (MS).

Q6a Do you consider yourself to have a disability?

Yes

No If yes, please specify _____

Q6b If you are a parent/carer of a child, do you consider your child to have a disability?

Yes

No If yes, please specify _____

Ethnic group

Q7

Below we are asking you to let us know which ethnic group best describes you? (Please tick one box from

the appropriate section)

White

British	Greek Cypriot	Turkish
Gypsy/Roma	Irish	Irish Traveller
Turkish Cypriot	Kurdish	
Other, please write in the box		

Mixed

White and Black Caribbean

White and Asian

White and Black African

Other, please write in the box

Black or Black British

African

Caribbean

Other, please write in the box

Asian or Asian British

Indian

Bangladeshi

Pakistani

East African Asian

Other, please write in the box

Chinese

Chinese

Other, please write in the box

Other Ethnic Group

Please write in the box

Gender and gender identity

Q8 Are you?

Man Woman

Q9 Does your gender differ from your birth sex?

Yes No

Q10 Are you undergoing a sex change?

Yes No

Religion/belief

Q11 Do you have a religion or belief that you would like to mention?

If yes, please specify

Sexual orientation

Q12 How would you describe your sexual orientation?

- ☐ Heterosexual
- ☐ Gay
- ☐ Bisexual
- ☐ Lesbian

Pregnancy and Maternity

Q13 Please let us know if you are either:

- ☐ Pregnant
- ☐ Nursing a baby under 12 months

Marriage and civil partnership

Q14 Are you:

- ☐ Married
- ☐ In a same sex civil partnership
- ☐ Co-habiting
- ☐ Single

Refugees and asylum seekers

Q15 Are you a:

☐ Refugee
☐ Asylum seeker

Language

Q16 Please tell us which language you speak

This booklet tells you about a proposal to expand Welbourne Primary School. For a copy in your own language, please tick the box, fill in the form and return to the Freepost address below.

Appendix 5 – Fliers for local residents and businesses – part 1

SHAPE THE FUTURE
Have your say
Haringey

Creating additional school places at Welbourne Primary School

Public meeting

Wednesday 18 January 2012 at 6pm

Welbourne Primary School, Stainby Road, N15 4EA

www.haringey.gov.uk

Haringey Council

Appendix 5 continued – Fliers for local residents and businesses – part 2

Thank you to everyone who replied to the first stage of the consultation proposing the expansion of Welbourne Primary School. To find out more about the results of the consultation please visit www.haringey.gov.uk/schoolexpansions or call 020 8489 8356 for a newsletter to be posted to you.

Following the first stage of the consultation we wish to formally propose to expand the school from its current two-form entry to three-form entry with effect from the September reception intake in 2013.

On Monday 9 January 2012, we published statutory notices on the proposed expansion of Welbourne Primary School.

Publishing these notices started a formal consultation process lasting for four weeks, ending on Monday 6 February 2012.

More information can be found on our website - **www.haringey.gov.uk/schoolexpansions**

You can tell us your views by **Monday 6 February 2012** in the following ways:

- **By email** – welbourneexpansion@haringey.gov.uk
- **By post** - Deputy Head of Admissions (Place Planning), Children and Young People's Service, 48 Station Road, Wood Green London N22 7TY
- **By attending the public meeting** - Wednesday 18 January 2012 at 6pm Welbourne Primary School, Stainby Road, N15 4EA

If you have any queries please don't hesitate to contact us on 020 8489 8356 or welbourneexpansion@haringey.gov.uk

[illegible]

Appendix 6 – Pupil Level Annual School Census (PLASC) 2012 data for South Area Network primary schools

School	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Bruce Grove Primary	60	60	60	59	60	56	58	413
Coleraine Park JMI	51	57	59	53	56	60	48	384
Crowland JMI	60	52	54	55	57	37	53	368
Earlsmead JMI	59	59	60	59	60	54	45	396
Ferry Lane JMI	28	24	29	29	25	27	23	185
Mulberry	90	95	94	88	86	78	85	616
St. Ignatius RC JMI	58	52	58	50	57	50	46	371
Stamford Hill JMI	30	30	28	26	21	24	27	186
The Green JMI	30	28	32	29	28	24	23	194
Tiverton JMI	53	49	57	57	54	52	40	362
Welbourne JMI	77	60	60	60	59	54	53	423
South East Tottenham Network Learning Community Total	**596**	**566**	**591**	**565**	**563**	**516**	**501**	**3898**

Source: January PLASC 2012

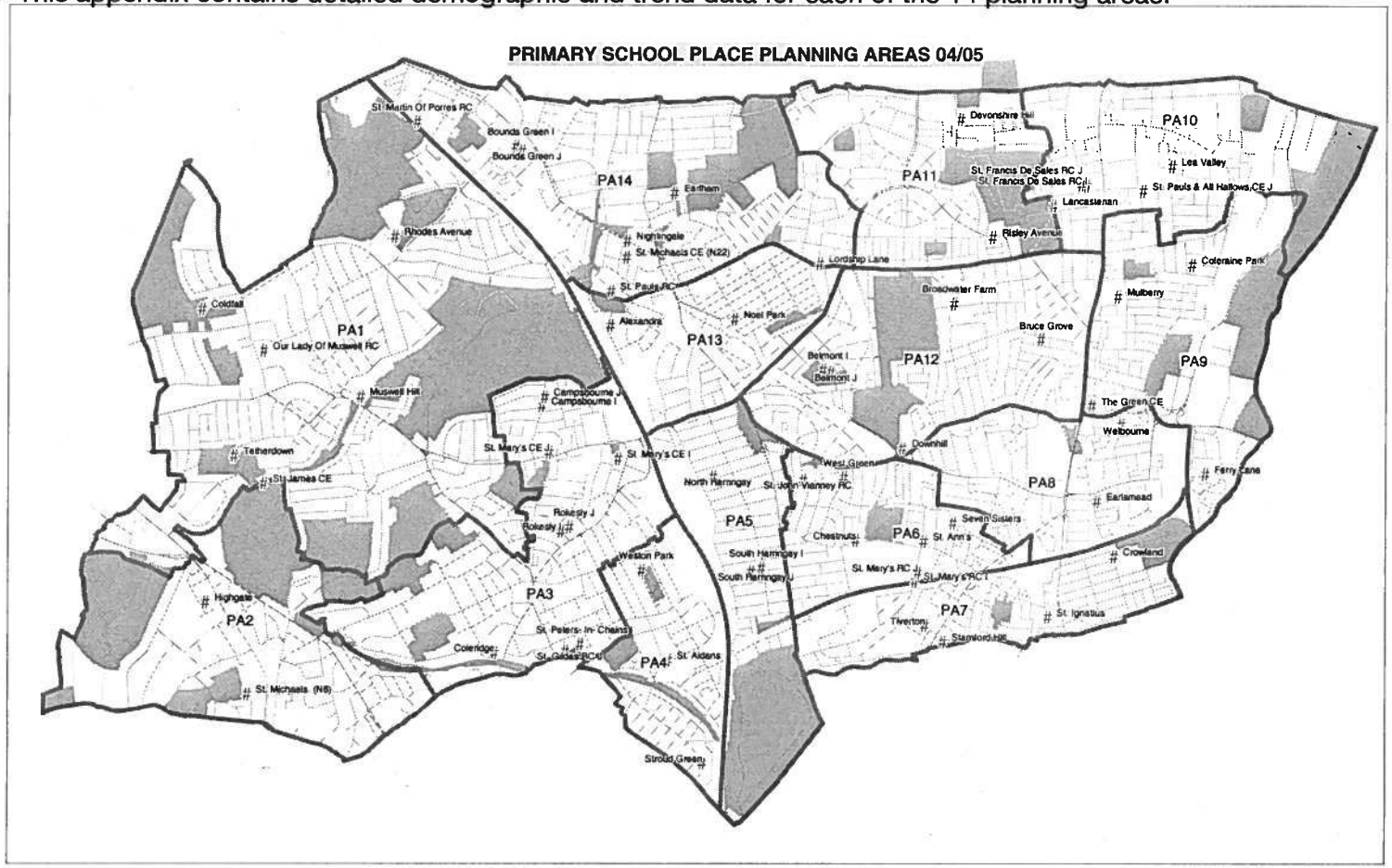
Appendix 7 – GLA Projected Rolls

Intake year	Actual & projected births applicable for that cohort intake	Actual (1996-2010) & Projection (2011-2019) reception aged pupils	PAN figure	% of reception surplus
1996/97	3386	2919	3020	3.34%
1997/98	3397	2849	3020	5.66%
1998/99	3396	2835	3020	6.13%
1999/00	3372	2880	3050	5.57%
2000/01	3474	2943	3071	4.17%
2001/02	3635	2978	3050	2.36%
2002/03	3581	2849	3050	6.59%
2003/04	3652	2820	3080	8.44%
2004/05	3689	2840	3059	7.16%
2005/06	3777	2855	3089	7.58%
2006/07	3759	2899	3119	7.05%
2007/08	3844	2932	3083	4.90%
2008/09	4021	2983	3062	2.58%
2009/10	3943	3007	3071	2.08%
2010/11	4022	2,982	3041	1.94%
2011/12	4292	3,198	3101	-3.13%
2012/13	4337	3,210	3101	-3.51%
2013/14	4191	3183	3101	-2.64%
2014/15	4,281	3218	3101	-3.77%
2015/16	4,259	3246	3101	-4.68%
2016/17	4,250	3274	3101	-5.58%
2017/18	4,255	3310	3101	-6.74%
2018/19	4,266	3344	3101	-7.84%
2019/20	4,274	3337	3101	-7.61%
2020/21	4,283	3337	3101	-7.61%

Source: 2002-2012 PLASC counts and 2010 GLA Projections

Appendix 8 –- Planning area map

To enable manageable analysis and planning, primary school roll data is provided in localities. Dating from the 2005, report the borough has been split into 14 planning areas. Each corresponds to one or more wards (the Greater London Demography system does not permit more than 14 areas). This appendix contains detailed demographic and trend data for each of the 14 planning areas.



Appendix 9: Equality Impact Assessment for Welbourne

HARINGEY COUNCIL

EQUALITY IMPACT ASSESSMENT FORM

Haringey Council

Service: Admissions and School Organisation

Directorate: Children & Young People's Service

Title of Proposal: Shaping the future of **Welbourne Primary School** - Consultation on a possible school expansion

Lead Officer (author of the proposal): Jenny Duxbury

Names of other Officers involved: Eveleen Riordan; Carlene Liverpool; Jen Johnson; Tom Fletcher; Arleen Brown

Step 1 - Identify the aims of the policy, service or function

State what effects the proposal is intended to achieve and who will benefit from it.

The proposal being put forward is to create additional school places in Tottenham Green ward by expanding Welbourne Primary School from its current two forms of entry (60 reception places with 30 in each class) to 3 forms of entry (90 reception places with 30 children in each class).

Before we create more places, the local authority must ensure that:

- There is a demand for additional places in the local community
- The change can be made in a way that maintains and enhances educational standards at all schools affected by the outcome.
- The proposals makes the best use of the resources available, and:
- There is well-established and successful leadership and management at the school that we are expanding

Both of the schools in Tottenham Green ward are popular, successful and oversubscribed schools. In 2010/11 the total percentage of unfilled places at reception level for all schools across this ward was 0% with no vacant reception places out of a possible 120 places. We know that if we do not provide additional places in the local area we are likely to run out of places to

offer all of those children who need one. Also, having so few spare reception places is likely to mean fewer parents will be offered a place at their preferred local school. On the 4 April 2011 ('offer day' for primary places) a total of 129 families had listed Welbourne Primary School as one of their preferred schools. Of these 129 families, 67 families had put Welbourne Primary School as their first place preference – the school they would most like to go to.

Across the borough there are almost no vacant reception places and our birth data tells us that the demand for places is going continue to increase, a pattern that we have seen for several years. We have a statutory duty to provide a school place to every child of school age who lives in the borough. The annual School Place Planning Report, available to view at www.haringey.gov.uk/schoolplaceplanning, provides more detail on the way that we plan to ensure that there enough school places to meet demand. The report also sets out those areas of the borough where we know that we are likely to run out of school places if we do not increase the number of places that we have.

Welbourne Primary School is located on Stainby Road N15. The school currently takes a total of 60 pupils into its two reception classes in September each year.

If the proposal to expand Welbourne Primary School to 3 forms of entry is implemented, the first 3 form reception entry at Welbourne Primary School would start in September 2013 and 90 places would be offered in subsequent years. The school would eventually provide for 630 reception to year 6 children by 2019.

When thinking about how best to provide additional school places in the borough, the local authority considers a number of things including:

- The current number of spare places in the local area
- The demand for places in the school and for other schools in the local area
- The location of the school and the physical capacity on site to expand
- The performance of the school and the ability of the school to cope with an expansion

When considered against the above, Welbourne Primary School was identified as a school where it was considered that the strong leadership of the school could manage the expansion while still maintaining the school's high standards and where there is an identified demand in the local area for additional school places.

The decision as to whether Welbourne Primary School should be expanded will be based on the outcomes of the public consultation and this Equality Impact Assessment, along with other information. This will include ward and borough birth rates, the number of reception applications received for

Welbourne Primary School and for other local schools, and the number of vacant reception places (surplus capacity) in the local area, as well as any new places created by new schools called 'Free Schools' proposed for the local area.

The following table sets out the timeline for the proposed expansion. The statutory process for school expansions includes two periods of public consultation. After the first round of consultation, Cabinet agreed to proceed to the second stage. Statutory notices were published in accordance with section 19(1) of the Education and Inspections Act 2006, outlining the Council's intention to make a prescribed alteration to Welbourne Primary School from 01 September 2013. The four week representation period ran from 9th January – 6th February and this EqIA has been updated following this period of further consultation. The final decision will be taken by Cabinet in March 2012 (stage 4 below).

Statutory Stage	Description	Date
1	Start of consultation	12 September 2011
	Public meetings	20 September 2011 from 3.30 – 4.30pm and repeated between 6 – 7pm
	End of consultation	2 November 2011
	Cabinet decides whether to proceed and publish statutory notices	20 December 2011
2	The publication of a statutory notice setting out the final proposal	January 2012
3	Representation – a further four week opportunity to express views on the proposals.	January – February 2012
4	Decision – the Council's Cabinet make a decision on whether the expansion should go ahead, having considered all of the relevant information. This stage has to be completed within two	March 2012

	months of the representation period finishing	
5	Implementation – the school expands	September 2013

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at presently, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.
http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- *are significantly under/over represented in the use of the service, when compared to their population size?*
- *have raised concerns about access to services or quality of services?*
- *appear to be receiving differential outcomes in comparison to other groups?*

Those who may be affected by or have an interest in the proposal to expand Welbourne Primary School can be considered as two groups – the children who are currently attending the school and their families, and the wider local population (including prospective pupils and their families, and other local residents). This section will use school census data to consider the profile of the school population, and data relating to Tottenham Green ward to give an indication of the profile of the local population.

The school census data is from January 2011, the most recent available. It is noted that although the school census provides the most up to date profile of the school population, many of these pupils will have left the school by the date of the proposed school expansion. Ward data is mostly from the January 2001 census, though in the case of age and gender more recent (2011) GLA population projections are used.

Age

School Profile
The data below shows that the age profile of Welbourne Primary School is broadly representative of the wider Haringey School population.

Age Category	Welbourne JMI	Haringey School Population
	%	%
2	1.1%	1.4%
3	14.3%	10.7%
4	12.6%	13.2%
5	12.6%	13.2%
6	12.6%	13.3%
7	12.6%	12.8%
8	10.1%	12.0%
9	11.8%	11.6%
10	12.2%	11.7%
11	0.0%	0.0%
Grand Total	**100.0%**	**100.0%**

Ward Profile

The 0-19 population in Tottenham Green is slightly under represented when compared to the overall Haringey 0-19 population (22.1% as compared with 24.1%), and the 20-39 population is slightly over-represented when compared to the wider profile (46.9% compared to 41.8%).

Age Group	Tottenham Green	Haringey Total
0-4	8.0%	8.0%
5-9	5.9%	6.1%
10-14	4.2%	5.2%
15-19	3.9%	4.8%
20-24	9.6%	8.6%
25-29	14.9%	12.9%
30-34	12.8%	11.4%
35-39	9.7%	8.9%
40-44	7.2%	7.3%
45-49	5.7%	6.3%
50-54	4.1%	4.8%
55-59	3.4%	3.7%
60-64	3.0%	3.3%
65-69	2.3%	2.5%
70-74	2.1%	2.2%
75-79	1.7%	1.8%
80-84	0.9%	1.2%
85-89	0.4%	0.7%
90+	0.2%	0.4%

Disability

School Profile

As of 2011, the Schools Census now includes the facility for schools to submit data on disability, but not all schools are as yet doing so. More complete data is available on Special Education Needs (SEN). Whilst there is overlap between these groups they are by no means interchangeable terms, so caution should be exercised in interpreting these figures. The figures show that Welbourne Primary School has a lower proportion of pupils with statements of SEN than the Haringey average.

SEN provision	Welbourne JMI		Haringey School Population	
	No.	%	No.	%
Statement of Special Educational Need	4	0.8%	371	1.6%

No Ward level data for Disability was available.

Race

School Profile

There is a small overrepresentation of Asian (particularly Bangladeshi pupils) at Welbourne Primary School (9.3% compared to 6.4%). There is a significant over representation of Black pupils (54.5% as compared to 30.0%) and this is most pronounced for Black Caribbean and Black Somali pupils. There is also a pronounced under representation of White British pupils at Welbourne Primary School (3.8% compared to 19.4%).

Ethnicity Haringey Groupings	Welbourne JMI		Haringey School Population	
	No.	%	No.	%
Asian Bangladeshi	27	5.7%	632	2.8%
Asian Indian	1	0.2%	249	1.1%
Asian Other	11	2.3%	349	1.5%
Asian Pakistani	5	1.1%	211	0.9%
Asian TOTAL	44	9.3%	1441	6.4%
Black Caribbean	92	19.4%	2419	10.7%
Black Other	20	4.2%	377	1.7%
Black African	45	9.5%	1120	5.0%
Black Congolese	23	4.8%	437	1.9%
Black Ghanaian	15	3.2%	819	3.6%
Black Nigerian	10	2.1%	523	2.3%
Black Somali	54	11.4%	1073	4.8%

Black TOTAL	259	54.5%	6768	30.0%
Mixed Other	15	3.2%	841	3.7%
Mixed White African	1	0.2%	298	1.3%
Mixed White Asian	1	0.2%	331	1.5%
Mixed White Caribbean	13	2.7%	714	3.2%
Mixed TOTAL	30	6.3%	2184	9.7%
Other	6	1.3%	620	2.7%
Other Kurdish	15	3.2%	402	1.8%
Other Latin American	1	0.2%	353	1.6%
Other Vietnamese	1	0.2%	119	0.5%
Other Chinese	3	0.6%	188	0.8%
Other TOTAL	26	5.5%	1682	7.5%
White British	18	3.8%	4377	19.4%
White TOTAL	18	3.8%	4377	19.4%
White Albanian	5	1.1%	249	1.1%
White Greek Cypriot		0.0%	109	0.5%
White Gypsy/Roma	5	1.1%	165	0.7%
White Irish	2	0.4%	251	1.1%
White Irish Traveller		0.0%	67	0.3%
White Kosovan	2	0.4%	226	1.0%
White Other	45	9.5%	2592	11.5%
White Turkish	34	7.2%	1626	7.2%
White Turkish Cypriot	2	0.4%	107	0.5%
White Other TOTAL	95	20.0%	5392	23.9%
Refused/Not obtained	3	0.6%	727	3.2%
Grand Total	**475**	**100.0%**	**22571**	**100.0%**

School population by ethnicity (Jan 2011)

Ward Profile

The ward profile shows that there is a significantly higher proportion of Black residents in Tottenham Green ward than the Borough average (32.9% compared to 20%), particularly residents of Black African and Black Caribbean ethnicities. There is also a smaller proportion of White British (33.4% compared to 45.3%) and White Other ethnicities (16.2% compared to 20.4%) than the wider Borough profile.

This data is taken from the 2001 Census as more up to date population projections are not available for Ethnicity. Given this and the different datasets used, it is important to note that it is not appropriate to directly compare this data with the school profile above.

Ethnic Group	Ethnicity	Tottenham Green Ward %	Haringey Population %
Asian	**Indian**	2.3	2.9
	Pakistani	1.1	1
	Bangladeshi	2.4	1.4
	Other Asian	2.1	1.6
Asian Total		7.8	6.7
Black or Black British	**Caribbean**	15.9	9.5
	African	15.2	9.2
	Other Black	1.9	1.4
Black Total		32.9	20
Mixed	**White and Black Caribbean**	1.8	1.5
	White and Black African	0.8	0.7
	White and Asian	1.1	1.1
	Other Mixed	1.4	1.3
Mixed Total		5.0	4.6
Other ethnic group		4.7	3.1
White British		33.4	45.3
White Other		16.2	20.4

Ward and borough population by ethnicity (2001 census)

Sex

School Profile

The data below shows the school profile is broadly proportionate to the wider Haringey School Population.

Gender	Welbourne JMI		Haringey School Population	
	No.	%	No.	%
F	242	50.9%	10925	48.4%
M	233	49.1%	11646	51.6%
Grand Total	**475**	**100.0%**	**22571**	**100.0%**

Ward Profile

The Ward gender profile is based on the 2011 population projections and shows that the proportion of female and male residents in Tottenham Green ward is broadly in line with the overall Haringey picture.

Sex	Tottenham Green	Tottenham Green %	Haringey Population	Haringey Population %
Female	6800	50.2%	123668	51.7%
Male	6749	49.8%	115488	48.3%
Grand Total	**13119**		**239156**	

Religion or Belief

Religion or Belief is not recorded as part of the Pupil Level Annual Census and therefore data on the representation within the school population is not available.

2001 Census data shows that most groups in Tottenham Green Ward are proportional to the wider Haringey Population. Jewish residents and residents of No Religion are under represented compared to the wider profile (0.8% compared to 2.6% and 15.3% compared to 20% respectively). Muslim residents are over represented compared to the wider borough profile (15.7% compared to 11.3%), and to a slightly less extent, so are Christians (53% compared to 50.1%).

	Tottenham Green %	Haringey Population %
Christian	53.0	50.1
Buddhist	1.4	1.1
Hindu	2.0	2.1
Jewish	0.8	2.6
Muslim	15.7	11.3
Sikh	0.2	0.3
Other religions	0.6	0.5
No religion	15.3	20
Religion not stated	11.1	12.1

Data was not available at School or Ward level for the following equality strands and assessment of impact on these service user groups is not therefore possible:

- Gender Reassignment
- Sexual Orientation
- Maternity & Pregnancy
- Marriage and Civil Partnership

In summary:

- when compared to the Haringey school population, Welbourne has a higher proportion of pupils of Asian (particularly Bangladeshi) and Black (particularly Caribbean and Somali) ethnicities, and a lower proportion of children with statements of SEN

- when compared to the Haringey borough profile, Totenham Green ward has a higher proportion of residents of Caribbean and African ethnicities, and of Muslim residents.

2 b) What factors (barriers) might account for this under/over representation?

Factors that determine the equalities profile of a local population could include things such as property prices, the type of housing available, local amenities, employment opportunities, and historical connections of groups to particular areas. The equalities strands also impact on each other – for example, the number of children people have (which affects the age profile of an area) varies by ethnicity[5].

The population of primary schools is determined by the application of Haringey's School Admissions Criteria (see box below) to the preferences stated by parents/carers on their application forms for school places. The fifth criterion (distance) means that the majority of pupils attending a primary school live locally to that school. In any locality there will be a number of nearby primary schools – in addition to the two schools within Tottenham Green ward (Welbourne and Earlsmead), there are a further five just outside its borders. The equalities profile of the school will therefore be influenced, but not wholly determined, by the make-up of the local area. It is also worth noting that faith schools will obviously have many more pupils of a particular religion, and that special schools will have many more pupils with disabilities.

Haringey School Admissions Criteria

The Local Authority has a duty to put in place admission arrangements that comply with the mandatory provisions set out in the School Admissions Code 2010. These consist of Admissions Criteria and a Coordinated scheme and aim to provide a clear admissions system and oversubscription criteria which are transparent to those parents applying for a school place. The Determined Admission Criteria vary slightly according to the type of provision (nursery, primary, secondary etc) they apply to. However the main principles are set out below:

[5] See Table 3 Family type and average family size, by ethnic group of head of family unit, found on page 22 of 'Ethnicity & Family', a report published by the Equality & Human Rights Commission – available at: http://www.equalityhumanrights.com/uploaded_files/raceinbritain/ethnicity_and_family_report.pdf

Statement of Special Education Needs - Where a child has a statement of Special Educational Needs which names the school, they will be admitted in accordance with section 324 of the Education Act 1996.

If the number of applicants without statements of educational needs naming the school is higher than the number of places available, the following rules are applied, in the order of priority to decide who will be offered a place:

1. **Looked After Children** – Children in the care of a local authority

2. **Social Medical** - Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications are supported by a written statement from a relevant independent professional and assessed at a SocMed panel.

3. ****Linked school** - This rule applies only to junior school admissions. Children attending an infant school will be prioritised under this rule for admission to the linked junior school.

4. **Siblings** - Children who will have a sibling attending the school at the point of admission. This category includes foster brothers and sisters, half brothers and half-sisters or stepbrothers and stepsisters. They must also be living at the same address as the applicant.

5. **Distance** - Children living closest to the school. Distance is measured in a straight line.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers?	Reduce barriers? x	No change?

Comment

The creation of additional school places at Welbourne Primary School would contribute to ensuring that the council provides enough school places to meet demand. Creating this extra capacity is also likely to mean that more parents/carers are offered a place at their preferred local school, and reduce the likelihood of children having to travel longer distances to attend school.

Expanding a school brings challenges that need to be carefully managed. It involves some disruption from building work, and results in a changed physical environment to which the school would need to adapt. These challenges may be concerning to some parents and other stakeholders (see section 4 for details of the views expressed in response to the consultation). However as previously stated, Welbourne has been identified as a school where it is considered that the strong school leadership could manage the expansion while still maintaining high standards. Actions to smooth the process and minimise or negate any adverse impact are set out in section 3 c) below.

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

Step 2 identifies the differences in the equalities profile between Tottenham Green ward and Haringey overall, and between Welbourne Primary School and all Haringey primary schools. These differences are not necessarily imbalances in that all schools and wards in Haringey will differ from the average, and this is to be expected. Schools are a universal service which can be and are accessed by all sections of the population. The population at any particular school is a result of the application of the Admissions Criteria to the preferences stated by parents/carers.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

Should it go ahead, the people who will be affected by the proposed expansion are those who are attending the school and their families, and the wider local population (including prospective pupils and their families, and other local residents) – see section 2 for information on the equalities characteristics of these groups.

The creation of additional school places will benefit the local community; potential adverse impacts will be minimised or negated through the following actions:

- Working with the school leadership team and governing body to develop plans for the additional capacity that meet the needs of the school and enable educational standards to be maintained or enhanced
- Carefully planning the building work to minimise disruption e.g. undertaking the most invasive building work during the school holidays and outside of school hours (school expansions generally take twice as long as other similar-sized projects because of this consideration)
- Putting in place measures to address any issues arising from the planning consultation e.g. traffic calming.

The school has a high proportion of children of Black & Minority Ethnic origin, including disproportionately high numbers of Black Caribbean and Congolese children, both of which groups have levels of attainment at KS2 that is significantly below the Haringey average. It is therefore important that provision and support for these students is maintained throughout the process of expansion and beyond.

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

First phase of public consultation

The first period of public consultation ran from 12th September to 17th October 2011. Consultation documents (with attached questionnaires) were circulated to:

- parents and carers, both at Welbourne and at other local schools
- Local MPs
- Adjoining boroughs
- All Headteachers in Haringey
- All Councillors
- Diocesan Boards of Education
- 40 residents associations across the borough

Leaflets were distributed to all local residents and placed in libraries and children's centres. The proposal was publicised in Haringey People, the local press and on the Haringey website. Consultation materials were made available on the Haringey website and two public consultation meetings were held.

There were 12 responses to the consultation, including responses from South East Tottenham Network Learning Community[6] and the Diocese of London Board for Schools. Only 3 parents of children currently attending Welbourne responded. Overall, 75% of respondents are in favour of the proposed expansion. The table below shows the numbers of respondents for and against the proposal.

[6] Network Learning Communities (NLCs) are clusters of schools that work together to share practice and improve standards. The South East Tottenham NLC consists of the following 13 schools – St Ignatius, Pembury House, Coleraine Park, Welbourne, Gladesmore, Earlsmead, The Green, Mulberry, Tiverton, Stamford Hill, Ferry Lane, Crowland, Bruce Grove.

Response	Welbourne Parents	Other respondents	All responses
Objections	1	2	3
Supporters	2	7	9
Neither support nor do not support	0	0	0
Don't know/ didn't express view	0	0	0
Total	3	9	12

The main points made in objection to the proposal were:

- Currently not enough teachers/support staff for children already attending the school.
- Building works will disrupt management of school.
- Lack of space at Welbourne.
- Informed that a new development in Tottenham Hale would include a new school.
- Play space will be reduced.

The main points made in favour were:

- The importance of allowing children school places close to their homes.
- That there is a need for school places in the area.
- That a larger school would allow more children to benefit from an excellent school.
- Improvement to current school building.
- Larger budget and greater versatility.

The responses received from South East Tottenham Network Learning Community and the Diocese of London Board for Schools are shown in more detail below:

South East Tottenham NLC:

- Schools in South East Network are not full and carrying surplus capacity, particularly in the upper year groups. An expansion at Welbourne could facilitate a loss of more pupils through older siblings transferring to the school.
- As small schools do not benefit from economies of scale, any loss in pupils will adversely affect the school's finances, resources, staffing and standards.
- Potentially, schools may be forced to mix age ranges in classes. This is not the best way to raise standards.

- Schools in the South Network are seeing an increase in the number of families wishing to leave the area, some due to the troubles in Tottenham over the summer.
- As there is already surplus capacity in surrounding schools, all available places need to be filled before expanding Welbourne.
- Concerned that pupil projections are not accurate.

London Diocese Board for schools:

- Schools in the area are not full and carrying surplus capacity. It is not clear what effect an expansion at Welbourne will have on surrounding schools such as The Green, Earlsmead and Ferry Lane.

Second phase of public consultation

Following Cabinet's decision to proceed to the second phase, statutory notices were published outlining the Council's intention to make a prescribed alteration to Welbourne Primary School from 1st September 2013. The statutory four-week period of representation ran from 9th January to 6th February 2012. One response was received, from South East Tottenham NLC, who resubmitted their response from the first phase (see above).

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

We have a statutory duty to provide a school place to every child of school age who lives in the borough, and we know that we need to increase the number of school places to ensure that there are enough to meet rising demand. The annual School Place Planning Report, available to view at www.haringey.gov.uk/schoolplaceplanning, sets out the background to this in detail. It shows that more places are required in this area, hence the proposal to expand Welbourne Primary School.

Our view is that it is possible to expand Welbourne Primary School in such a way that:

- maintains and enhances educational standards at all schools affected by the outcome
- satisfactorily addresses issues raised in the public consultation
- satisfies the requirements of the Public Sector Equality Duty to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations.

We will continue to work with the school leadership teams, governing body and other stakeholders throughout the process in order to achieve this. Most respondents to the consultation are in favour of the proposed expansion however where there are concerns there will be further opportunities for people to express their views and influence the

outcome. Points raised in relation to potential disruption, preserving open space, and so on are useful feedback which will feed into the detailed planning of the proposed expansion, should it be approved, however we are not yet at that stage.

Should Cabinet agree that the proposed expansion should go ahead, work will begin to develop detailed designs. The leadership team and governing body of Welbourne Primary School will be key to this process, and there will also be opportunities for pupils, parents and carers, and other stakeholders to get involved. Once designs have been completed, they will be submitted in a planning application. The application will be subject to the normal planning process, which includes a period of public consultation.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

Following the Cabinet meeting on 20th December the school expansions consultation website page was updated advising that Cabinet had agreed the recommendation to proceed to publish statutory notices on the proposed expansion. Statutory notices explaining the intention to expand Welbourne Primary School to three forms of entry were published in local newspapers and at the school entrances on 9th January 2012. A final decision will be taken by Cabinet in March 2012, following which the website page will be updated and stakeholders informed of the outcome.

If Cabinet decides to proceed, the Council will begin discussions with the school and other stakeholders to decide how the expansion can best be delivered to meet the needs of the children, and to deliver the curriculum in the most effective way. As stated in 4b) above this will provide a further opportunity for stakeholders to influence the outcome - as will any planning application that is required as part of the works required to expand the school.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

Should the proposed expansion go ahead, we will work closely with the headteacher and governors at Welbourne Primary School to support the schools through the expansion process.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- *Who will be responsible for monitoring?*

Should the proposed expansion go ahead, the Capital Programme team within the council will be responsible for project managing and monitoring the construction work, resolving any issues and ensuring that the project is delivered on time and within budget. Monitoring the subsequent impact on demand/supply of school places is the responsibility of the Head of Admissions & School Organisation.

School governing bodies have general responsibility for the conduct of the school with view to promoting high standards of educational achievement. The governing body of Welbourne Primary School will continue to monitor this through its usual procedures throughout the process of the expansion and beyond, and through these procedures will pick up and address any issues arising from the expansion. Further monitoring of school performance is carried out by Ofsted (through its inspection regime) and the council's school standards service.

- *What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?*

Key indicators for the expansion itself are whether the project is on schedule and within budget – milestones and RAG status indicators are used to show this. For demand and supply of school places the relevant information considered is the numbers of applications for school places and numbers of unfilled places, both within certain schools or areas and across the borough as a whole. Data/information relating to the school includes key stage results, attendance, exclusions and inspection reports.

- *Are there monitoring procedures already in place which will generate this information?*

Yes – all of the monitoring referred to above forms part of the 'business as usual' of the respective services.

- *Where will this information be reported and how often?*

This varies. Highlight reports on construction projects are produced monthly and reported to the Primary Capital Board. Information on supply/demand for school places is produced annually for the school place planning report which goes to the council's cabinet – this information also goes into the annual School Admissions Return to the DfE. Attendance data is produced on a termly basis; key stage results are annual.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Race	Sex	Religion or Belief	Sexual Orientation	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
Children attending Welbourne are aged 2-10 however parents/carers and local residents of various ages may be impacted	No issues identified	Welbourne has a higher proportion of pupils of Asian (particularly Bangladeshi) and Black (particularly Caribbean and Somali) ethnicities than Haringey primary schools overall. Disproportionately high numbers of Black Caribbean and Congolese children, both of which groups have levels of attainment at KS2 that is significantly below the Haringey average.	No issues identified	No data for school available. Tottenham Green ward has a higher proportion of Muslim residents compared to Haringey overall	Data not available; no issues identified	Data not available; no issues identified	Data not available; no issues identified	Data not available; no issues identified

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
	Review EqIA following second period of public consultation and update as needed. – **completed**	Jenny Duxbury, Head of Admissions & School Organisation	February 2012	
	Capital Programme Team to develop plans for expansion work, taking full account of the points raised through both periods of public consultation	Capital Programme Team	Apr – July 2012	
	Planning and building regulations approval sought – including further period of consultation	Capital Programme Team	TBC	
	Builders appointed	Capital Programme Team	TBC	
	Expansion work carried out	Capital Programme Team	TBC	
	Implementation – the school expands		September 2013	

Haringey Council

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

Assessed by (Author of the proposal):

Name: Jenny Duxbury

Designation: Head of Admissions & School Organisation

Signature:

Date: 1st December 2011 and updated 21st February 2012

Quality checked by (Equality Team):

Name: Arleen Brown

Designation: Senior Policy Officer

Signature: A. J. Brown

Date: 1st December 2011 & 23rd February 2012

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

DRAFT

EQUALITY ACT 2010 – THE PUBLIC SECTOR EQUALITY DUTY

Section 149 of the Equality Act 2010 Public Sector Equality Duty states

(1) A public authority must, in the exercise of its functions, have due regard to the need to –

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) – A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) – Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to –

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) – The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) – Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to –

(a) tackle prejudice, and
(b) promote understanding.

(6) – Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) – The relevant protected characteristics are – age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

(8) – A reference to conduct that is prohibited by or under this Act includes a reference to –

(a) a breach of an equality clause or rule;
(b) a breach of a non-discrimination rule.

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department for
children, schools and families

Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form

A Guide for Local Authorities and Governing Bodies

For further information:

School Organisation & Competitions Unit
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Website: www.dcsf.gov.uk/schoolorg/guidance.cfm?id=5

Last updated 25 January 2010

EXPANDING A MAINTAINED MAINSTREAM SCHOOL BY ENLARGING OR ADDING A SIXTH FORM - A GUIDE FOR LOCAL AUTHORITIES AND GOVERNING BODIES

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INTRODUCTION

EXPANDING A MAINTAINED MAINSTREAM SCHOOL BY ENLARGING OR ADDING A SIXTH FORM - A GUIDE FOR LOCAL AUTHORITIES AND GOVERNING BODIES
(Covering Enlarging a School and Adding a Sixth Form, also known as 'excepted expansions')

Introduction (Paragraphs 1-25)

1. This guide provides information on the procedures established by The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended by The School Organisation and Governance (Amendment)(England) Regulations 2007 which came into force on 21 January 2008 and The School Organisation and Governance (Amendment)(England) Regulations 2009 which came into force on 1 September 2009). For your convenience, a consolidated version of the Prescribed Alteration Regulations and the two sets of Amending Regulations can be found at: www.dcsf.gov.uk/schoolorg/guidance.cfm?id=29. The relevant provisions of the EIA 2006 came into effect on 25 May 2007.

2. This guide contains both statutory guidance (i.e. guidance to which local authorities (LAs) and governing bodies have a statutory duty to have regard) and non-statutory guidance, on the process for "expanding" a school. Throughout this guide any reference to "expand" (i.e. or "expanding"/ "expansion"/"excepted expansion") covers the following "prescribed alterations":

- Enlargement to premises - enlarging the physical capacity of a school; and
- Alteration of upper age limit - raising the school's upper age limit to add a sixth form.

NOTE: For more detailed information on when proposals are required and why 'Increase in number of pupils' (increasing a school's admission number by 27 or more pupils) no longer falls under School Organisation regulations, see paragraphs 11 to 16 below.

Although both "Enlargement" and "Adding a sixth Form" are prescribed alterations, they are dealt with separately from other prescribed alterations, because there are significant differences e.g. who can publish the proposals, the length of the representation period and who can appeal to the schools adjudicator.

Altering the upper age range of a school, other than to add a sixth form e.g. lowering the upper age to remove a sixth form, changing from an infant to a primary school (from 3/5-7 to 3/5-11), or raising the upper age of a middle deemed secondary, also fall under "Alteration of upper age limit" within

INTRODUCTION

Regulations, but are dealt with in “Making Changes to a Maintained Mainstream School (Other than Expansion, Foundation, Discontinuance & Establishment Proposals)“ - www.dcsf.gov.uk/schoolorg/guidance.cfm?id=6.

The statutory guidance sections are indicated by shading, the word **must** in bold refers to a requirement in legislation, whilst the word **should** in bold is a recommendation.

3. If you have any comments on the content or layout of this guide, please send these to the School Organisation & Competitions Unit (using the School Organisation website's "Contact Us" facility [www.dcsf.gov.uk/schoolorg/contact.cfm] or by email to: school.organisation@dcsf.gsi.gov.uk) making sure that you identify the title of the guide and quote the page and paragraph numbers where relevant.

Who is this Guide for? (Paragraphs 4-5)

4. This guide is for those considering publishing proposals to expand a school under section 19 of EIA 2006, referred to as “proposers” (i.e. the LA or the governing body), those deciding proposals, referred to as the “Decision Maker” (i.e. the LA or the schools adjudicator) and also for information for those affected by proposals for the expansion of a school.

5. Separate guides are available from the School Organisation website for:

- Becoming a Foundation or “Trust” school (changing category to foundation; a foundation school acquiring a foundation (i.e. a Trust); a Trust school acquiring a majority of foundation governors on the governing body) – “Changing School Category to Foundation“ and “Trust School Proposals“ - www.dcsf.gov.uk/schoolorg/guidance.cfm?id=25;

- Opening a new school – “Establishing a new maintained mainstream school“ - www.dcsf.gov.uk/schoolorg/guidance.cfm?id=2;

- Ceasing to maintain a school – “Closing a Maintained Mainstream School“ - www.dcsf.gov.uk/schoolorg/guidance.cfm?id=3; and

- Making other prescribed alterations to a maintained school (e.g. change of age range other than adding a sixth form, add SEN, transfer of site) – “Making Changes to a Maintained Mainstream School (Other than Expansion, Foundation, Discontinuance & Establishment Proposals)“ - www.dcsf.gov.uk/schoolorg/guidance.cfm?id=6..

INTRODUCTION

School Organisation Planning Requirements (Paragraphs 6-8)

6. LAs are under a **statutory duty** to ensure that there are sufficient school places in their area, promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. They **must** also ensure that there are sufficient schools in their area, promote diversity and increase parental choice.

7. Parents can make representations about the supply of school places and LAs have a **statutory duty** to respond to these representations. Further statutory guidance on this duty is available in "Duty to Respond to Parental Representations about the Provision of Schools" which is on the School Organisation website at: www.dcsf.gov.uk/schoolorg/guidance.cfm?id=26 .

8. Currently, LAs **must** publish a Children and Young People's Plan (CYPP) as the single strategic overarching plan for all services affecting children and young people which also includes reference to strategic planning for school places. It is for LAs, in partnership with other stakeholders, to plan for the provision of places. LAs **should** also explore the scope for collaborating with neighbouring authorities when planning the provision of schools. In particular, LAs are encouraged to work together to consider how to meet the needs of parents seeking a particular type of school for their children in cases where there is insufficient demand for such a school within the area of an individual LA.

Responsibility for CYPPs is passing to The Children's Trust Board for each area and from 1 April 2011 each will be required to have a new 'jointly owned' CYPP in place.

Children's Trusts are the sum total of co-operation arrangements and partnerships between organisations with a role in improving outcomes for children and young people in each area. The Trust is not in itself a separate legal entity; each partner retains its own functions and responsibilities within the partnership framework. However, the Apprenticeships, Skills, Children and Learning Act 2009 strengthens Children's Trusts by requiring all local authorities to have a Children's Trust Board in place by April 2010. It also extends the number of statutory "relevant partners" who will be represented on the Board to include schools (including Academies), colleges, Job Centre Plus and the management committees of short stay schools (formerly PRUs).

In each local authority area the Children's Trust Board will be responsible for preparing and monitoring the implementation of the CYPP. This will give ownership of the plan to the partnership – whereas at present the CYPP is the responsibility of the local authority alone.

INTRODUCTION

The Secretary of State's Role (Paragraphs 9-10)

9. The Secretary of State has the power to issue guidance to which the Decision Maker **must** have regard when deciding proposals. This should ensure that proposals and consultation responses and representations received from stakeholders are considered in a consistent way and that Ministers' key priorities for raising standards and transforming education are taken into account when decisions are taken. When drawing up their proposals, proposers are strongly advised to look at the factors which the Decision Maker **must** take into account when considering their proposals (see Stage 4).

10. The Secretary of State does not decide statutory proposals relating to schools, except where proposals have been published by the Learning and Skills Council (LSC)[1] under Section 113A of the Learning and Skills Act 2000 (as inserted by Section 72 of the Education Act 2002), for changes to 16-19 provision in schools. For further information please see guidance "School Organisation Proposals by the Learning and Skills Council" available at: www.teachernet.gov.uk/docbank/index.cfm?id=4390.

When are expansion proposals required? (Paragraphs 11-17)

11. Schedules 2 and 4 of The School Organisation (Prescribed Alterations to maintained Schools)(England) Regulations 2007 (as amended) set out the alterations that can be made by governing bodies and LAs. The following sets out the changes covered by this guide:

Enlargement to premises

12. Statutory proposals are required for a proposed enlargement of the premises of the school which would increase the capacity of the school by **both**:-

a. more than 30 pupils; **and**

b. by 25% or 200 pupils (whichever is the lesser).

The capacity of the school is the number of pupil places it can accommodate; it is the responsibility of the LA to assess the net capacity of all maintained mainstream schools in the Authority. The guidance document "Assessing the Net Capacity of Schools" (http://www.dcsf.gov.uk/netcapacity/) explains how the net capacity is assessed; by comparison with the number on roll, the net capacity figure can be used to indicate the number of places that are surplus, or additional

[1] References throughout this document to the LSC only apply up to April 2010. The Apprenticeships, Skills, Children and Learning Act (ASCL) Act 2009 will transfer the responsibilities of the LSC in respect of 16-19 education and training to LAs, supported by the Young People's Learning Agency. This guidance will be revised by April 2010 to take account of these changes.

places that are needed in a school. If it is divided by the number of year groups, it can indicate the admission number that can generally be accommodated. It will also inform decisions about how capital resources are best deployed.

Examples of when you would and would not need to publish 'enlargement' proposals are as follows:

If you are increasing a 750 net capacity secondary school (5 form of entry - 30 pupils per class, 5 classes per year group, 5 year groups) by 1 form of entry (30x5=150 pupils) = an increase to a net capacity of 900 pupils. **No** proposals would be required, as although the increase is by 'more than 30' pupils, it is less than '200', and also less than '25%' of the current capacity (i.e. by less than 187).

You could increase a 50 net capacity rural primary school by up to 29 pupils **without** having to publish statutory proposals, because although it is by more than '25%' (12), it is still less than 30.

If you were adding 300 places to a school, it is **both** 'more than 30' **and** '200' (it may or may not be more than '25%'), so you **would** need to follow the statutory process to enlarge the school.

If you had a 1 form of entry primary (30x7=210) and increased it by 105 to 1.5 forms of entry (45x7=315), that **is** 'more than 30', less than '200', but **more than** '25%' (52), so again, the statutory process **would** need to be followed to enlarge the school.

13. Proposals may be required for some cumulative expansions and you **must** therefore look back and take into account any other enlargements that were made without the need for statutory proposals. You **must** therefore:-

- add any enlargements made:-
    - in the 5 year period that precedes the proposed expansion date; or
    - since the last approved statutory proposal to enlarge the school (within this 5 year period).
- exclude any temporary enlargements (i.e. where the enlargement was in place for less than 3 years); and
- add the making permanent of any temporary enlargement.

This is to ensure that 'creeping enlargements' trigger the statutory process to be undertaken if a school's capacity has previously been enlarged, but not significantly enough to require statutory proposals to be published, but when looking back up to 5 years, the latest enlargement (which may in itself be less

than 30 pupils and/or by less than 200 pupils or 25%) does trigger the requirement to publish proposals e.g. a primary school with one form of entry slowly increases its capacity:

2006 – school's capacity was 210 (30x7)

2007 – school's capacity was increased to 245 (35x7) – this is an increase of 'more than 30', but less than '25%' (52 pupils), so no proposals were required.

2010 – the school's capacity is to be increased by a further 35 pupils (5 per year group), to 280 (40x7) – if you only looked back to 2007, no proposals would be published, as although it is an increase of 'more than 30', it is less than '25%' (61 pupils) of the school's current 245 capacity. However, looking back 5 years, it is clear that in effect, the school's capacity would have increased by 70 pupils, and therefore the statutory process **must** now be followed.

This ensures that schools wishing to enlarge significantly (whether that be in one go or over a period of 5 years), can only do so after following the statutory process, which includes consulting with anybody that may be affected by the proposals (parents, pupils, local schools etc.).

Where the proposed enlargement proposal will be dependent upon an increase in the school's admission number being agreed (see paragraph 15 below), the enlargement proposal **should** be approved conditionally upon the decision of the schools adjudicator to approve any related change in admission numbers (see paragraph 4.76 (g)).

Alteration of upper age limit – Addition of a sixth form

(This is not about raising the school leaving age. From 2013 all young people will be required to continue in some form of education or training post-16. We are increasing the minimum age at which young people can leave learning in two stages, to the end of the academic year in which they turn 17 from 2013 and until their 18th birthday from 2015.)

14. **For proposers (LAs and governing bodies) other than governing bodies of community schools**, statutory proposals are required for the alteration of the upper age limit (the highest age of pupils for whom education is normally provided at the school) by a year or more, to provide a new sixth form except where:

- the school is to provide education for pupils over compulsory school age who are repeating a course of education completed before they reach compulsory school age (e.g. re-sitting GCSEs);
- the school is to provide part-time further education for pupils aged over compulsory school age, or full-time further education for persons aged 19 or over (i.e. under section 80(1) of SSFA 1998); or

- the alteration is a temporary one which will be in place for no more than 2 years.

15. **For governing bodies of community schools**, statutory proposals are required for the alteration of the upper age limit (the highest age of pupils for whom education is normally provided at the school) so as to provide sixth form education except where:

- the school is to provide part-time further education for pupils aged over compulsory school age, or full-time further education for persons aged 19 or over (i.e. under section 80(1) of SSFA 1998).

NOTE: You would need to publish 'addition of a sixth form' proposals if you were changing the upper age range of a school from 16 to 18/19, however, if you were adding a 200 place sixth form to a school, it is **both** more than 30 **and** 200 or more pupils, so you would **also** need to follow the statutory process to enlarge the school.

If you are changing the upper age range of the school in addition to adding a sixth form e.g. changing the age range of a middle deemed secondary school from 8-13 to 11-18, you **should** also refer to the "Making Changes to a Maintained Mainstream School (Other than Expansion, Foundation, Discontinuance & Establishment Proposals)" - www.dcsf.gov.uk/schoolorg/guidance.cfm?id=6 – guidance, which covers changing the age range of a school other than by adding a sixth form.

Increase in number of pupils (now falls under the School Admissions Code)

16. The School Organisation and Governance (Amendment) (England) Regulations 2009, which came into force on 1 September 2009, remove the statutory requirement to publish proposals under school organisation legislation when increasing the number of pupils in any relevant age group[2] to be admitted to a maintained mainstream school by 27 or more, although any corresponding enlargement to the school premises may of course require statutory proposals (see paragraphs 12 and 13 above). Any proposed increase in the admission number **must** now be processed in accordance with the School Admissions Code. Any relevant statutory proposals that were published prior to 1 September 2009 **should** be concluded under the previous statutory process arrangements.

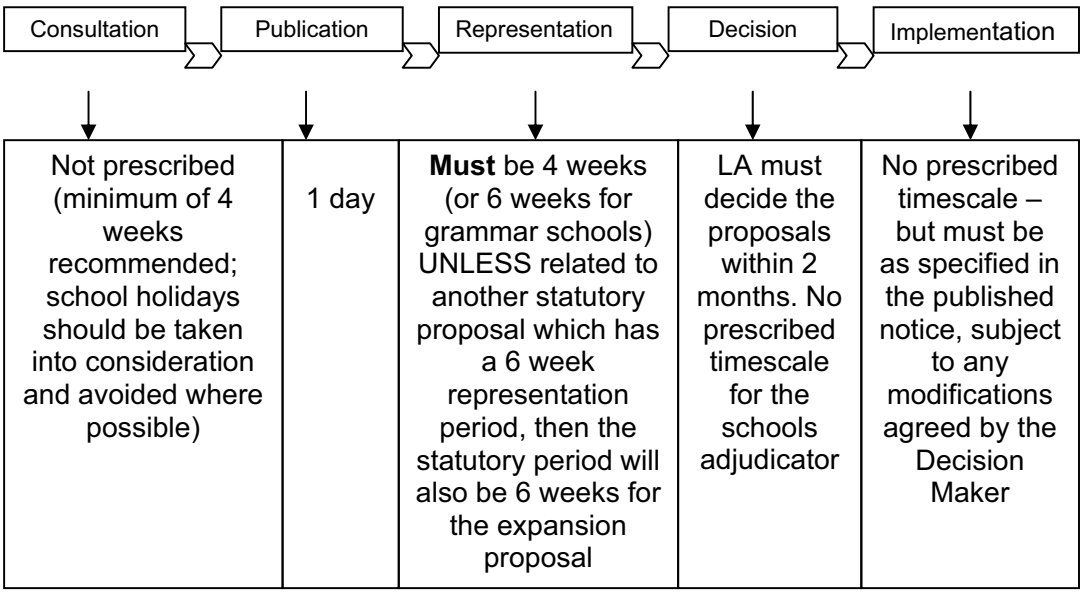
17. Sections 1.20 and 1.21 of The School Admissions Code - explain that if an admission authority wishes to increase a school's published admission number

[2] A "relevant age group" is defined in law as "an age group in which pupils are or will normally be admitted" to the school in question (section 142 of the School Standards and Framework Act 1998). It may be necessary for a school to have more than one admission number eg. where a secondary school operates a sixth form and admits children from other schools at age 16, an admission number will be required for Year 12 as well as for the main year or years in which children join the lower school, e.g. Year 7.

(PAN), they can propose to do so during the consultation and determination of admission arrangements for all schools in the area, or, if it is after the admission arrangements have been determined, as a result of a major change in circumstance, they **must** refer a variation to the Schools Adjudicator. The School Admissions Code can be viewed in full at: www.dcsf.gov.uk/sacode/downloads/SchoolAdmissionsCodeWEB060309.pdf.

Overview of Process (Paragraph 18)

18. There are 5 statutory stages for a statutory proposal for an excepted expansion:



Who Can Make Proposals to Expand a School? (Paragraph 19)

19. An LA can publish proposals to expand any category (community, voluntary aided, voluntary controlled, foundation (including Trust), community special and foundation special) of maintained school. The governing body of a maintained school may also publish proposals to expand their own school.

Where to Start? (Paragraph 20)

20. Before commencing formal consultation, the LA or governing body **should** ensure they understand the statutory process that **must** be followed, the factors that are likely to be considered by the Decision Maker and that they have a sufficiently strong case and supporting evidence for their proposals. Published proposals cannot be considered unless the capital funding for their implementation is in place (perhaps conditionally on the proposals being agreed). See 21 below.

INTRODUCTION

Capital Funding (Paragraphs 21-24)

21. Where proposals require capital resources for their implementation the funding for the proposals **should** be in place when the proposals are decided (see paragraph 4.57 of the decision maker's guidance section. Where proposers require capital funding to implement their proposals, they **should** secure this before publishing proposals. For the provision of additional sixth form places, the local LSC **should** be contacted for information on the 16-19 capital fund which it currently administers[3].

22. In accordance with the Government's position that there **should** be no increase in academic selection, the expansion of grammar schools, and selective places at partially selective schools, are excluded from any capital incentive schemes.

Other expansions

23. All LAs are allocated capital funding over each spending review period to support their investment in school buildings. Where an LA identifies the need to make changes to local school provision, as part of a Building Schools for the Future (BSF) project, the funding will be provided through the BSF programme. Details of capital funding for the project in respect of all schools will be decided in discussions between the LA, the Department and Partnerships for Schools and will be included in the Final Business Case which the Department agrees. This may include the contribution by the LA (or schools or other stakeholders such as dioceses) to BSF funding of receipts from land made available through school reorganisation. For voluntary aided schools, government funding will normally be at 100% of the approved capital costs.

24. Where capital work is proposed for a community, foundation (including Trust) or voluntary controlled school other than as part of BSF, the proposers **should** secure a capital allocation from the LA. The LA **should** consider how they can prioritise this need in their asset management planning for the formulaic capital funding they receive, and for other resources which are available to them. Similarly proposers in respect of voluntary aided schools will need to get a commitment of grant through the LA, with the rate of grant support normally being 90% of the expenditure. The governing body will be responsible for funding the remaining 10% (unless an LA uses its power to assist).

Amalgamations/Mergers (Paragraph 25)

25. There are two ways to 'merge' or 'amalgamate' two or more existing schools:

[3] The 16-19 capital fund for 2010-11 is currently under review to ensure best use of funds in the light of current and future demand on the fund.

INTRODUCTION

a. The LA or GB (depending on school category) can publish proposals to close two (or more) schools and the LA or a proposer other than the LA (e.g. Diocese, faith or parent group, Trust) depending on category, can publish proposals to open a new school, either through a competition (under section 7 of EIA 2006), or after receiving exemption from the Secretary of State* (under section 10 of the EIA 2006). This results in a new school number being issued for the new school.

b. The LA and/or GB (depending on school category) can publish proposals to close one school (or more) and proposals to enlarge/change the age range/transfer site etc of an existing school, to accommodate the displaced pupils. The remaining school would retain its original school number, as it is not a new school, even if its education phase has changed.

*All section 10 exemption applications are considered on their individual merits. However there is a 'presumption for approval' for infant/junior amalgamations, faith school reorganisations and new schools proposed by proposers other than the LA, because Ministers have indicated, during debates in Parliament, that they may be prepared to give consent to requests under these criteria, for publication of proposals without holding a competition. See Section B of the “Establishing a Maintained Mainstream School” guide for further information (www.dcsf.gov.uk/schoolorg/guidance.cfm?id=2).

STAGE 1 - CONSULTATION

Stage 1 – Consultation (Paragraphs 1.1-1.7)

1.1 The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 ("the Regulations") (as amended) provide that those bringing forward statutory proposals to expand a school **must** consult interested parties, and in doing so **must** have regard to the Secretary of State's guidance. The statutory guidance for this purpose is contained in paragraphs 1.2 to 1.4 below. Where an LA or governing body carries out any preliminary (informal) consultation to consider a range of options, and/or principles, for a possible reorganisation, this would not be regarded as the statutory (formal) period of consultation as required by regulations. The statutory consultation would need to cover the specific expansion of the school in question.

1.2 The Secretary of State requires those bringing forward proposals to consult all interested parties (see paragraph 1.3 below). In doing so they **should**:

- allow adequate time;
- provide sufficient information for those being consulted to form a considered view on the matters on which they are being consulted;
- make clear how their views can be made known; and
- be able to demonstrate how they have taken into account the views expressed during consultation in reaching any subsequent decision as to the publication of proposals.

1.3 The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) require proposers to consult the following interested parties:

- the governing body of any school which is the subject of proposals (if the LA are publishing proposals);
- the LA that maintains the school (if the governing body is publishing the proposals);
- families of pupils, teachers and other staff at the school;
- any LA likely to be affected by the proposals, in particular neighbouring authorities where there may be significant cross-border movement of pupils;
- the governing bodies, teachers and other staff of any other school that may be affected;

- families of any pupils at any other school who may be affected by the proposals including where appropriate families of pupils at feeder primary schools;
- any trade unions who represent staff at the school; and representatives of any trade union of any other staff at schools who may be affected by the proposals;
- (if proposals involve, or are likely to affect a school which has a particular religious character) the appropriate diocesan authorities or the relevant faith group in relation to the school;
- the trustees of the school (if any);
- (if the proposals affect the provision of full-time 14-19 education) the Learning and Skills Council (LSC);
- MPs whose constituencies include the schools that are the subject of the proposals or whose constituents are likely to be affected by the proposals;
- the local district or parish council where the school that is the subject of the proposals is situated;
- any other interested party, for example, the Early Years Development and Childcare Partnership (or any local partnership that exists in place of an EYDCP) where proposals affect early years provision, or those who benefit from a contractual arrangement giving them the use of the premises; and
- such other persons as appear to the proposers to be appropriate.

1.4 Under Section 176 of the Education Act 2002 LAs and governing bodies are also under a duty to consult pupils on any proposed changes to local school organisation that may affect them. Guidance on this duty is available on the Teachernet website: www.publications.teachernet.gov.uk and is entitled “Pupil Participation Guidance: Working Together – Giving Children and Young People a Say”.

Conduct of Consultation (Paragraphs 1.5-1.7)

1.5 **How** statutory consultation is carried out is not prescribed in regulations and it is for the proposers to determine the nature of the consultation including, for example, whether to hold public meetings. Although regulations do not specify the consultation’s duration, the Department strongly advises that the proposers **should** allow at least 4 weeks for consultation on enlargement proposals. This will allow consultees an opportunity to consider what is being proposed and to

submit their comments. Proposers **should** avoid consulting on proposals during school holidays, where possible.

1.6 At the end of the consultation the proposer **should** consider the views expressed during that period before reaching any final decision on whether to publish statutory proposals. Where, in the course of consultation, a new option emerges which the proposer wishes to consider, it will probably be appropriate to consult afresh on this option before proceeding to publish statutory notices.

1.7 If the need for the enlargement or sixth form arises from an area wide reorganisation e.g. as a result of long-term LA planning, any related proposals **should** be consulted on at the same time. Notices for related proposals **should** be published at the same time and specified as "related" so that they are decided together (see paragraph 2.5).

Remember:

Do	**Don't**
Consult all interested parties	Consult during school holidays (where possible)
Provide sufficient time and sufficient information	Use language which could be misleading, e.g. We <u>will</u> expand the school – instead, use 'propose to'.
Think about the most appropriate consultation method	
Consider feedback and views	
Consider alternative options	
Explain the decision making process	

STAGE 2 - PUBLICATION

Stage 2 – Publication (Paragraphs 2.1-2.11)

2.1 LAs can publish expansion proposals for any category of maintained school within the LA. Governing bodies of any category of maintained school can publish proposals to expand their own school. Proposals **should** be published within a reasonable timeframe following consultation so that the proposals are informed by up-to-date feedback. Proposals **should** therefore be published within 12 months of consultation being concluded.

2.2 Proposals **must** contain the information specified in The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended). The regulations specify that part of the information (as set out in Regulation 28, Part 2 of Schedules 3 and 5), is published in a statutory notice (see paragraphs 2.3-2.4 below), and the complete proposal (as set out in Part 1 of Schedules 3 and 5), **must** be sent to a range of copy recipients (see paragraphs 2.9-2.10). Annex A can be used to prepare the complete proposal; the notice builder tool (see paragraph 2.4) can be used to prepare the draft statutory notice.

2.3 A statutory notice containing specified information (as set out in Regulation 28, Part 2 of Schedules 3 and 5) **must** be published in a local newspaper, and also posted at the main entrance to the school (or all the entrances if there is more than one) and at some other conspicuous place in the area served by the school (e.g. the local library, community centre or post office etc). The 'date of publication' is regarded as being the date on which the last of the above conditions is met. Proposers may circulate a notice more widely in order to ensure that all those substantially affected have the opportunity to comment.

NOTE: When publishing a statutory notice to add a sixth form, when completing the section on admission numbers, it may be necessary for a school to have more than one admission number e.g. where a secondary school operates a sixth form and admits children from other schools at age 16, an admission number will be required for Year 12 as well as for the main year or years in which children join the lower school, e.g. Year 7.

Paragraph 1.43 of the School Admissions Code states that an admission number need only be set for a school sixth form when it is a normal point of entry to the school i.e. the school sets out to admit external candidates to its sixth form, rather than just deal with ad-hoc applications. The published admission number **must** relate only to those being admitted to the school for the first time, and should be based on an estimate of the minimum number of external candidates likely to be admitted, although it would be acceptable to exceed this if demand for available courses can be met. [1]

This means that the admission numbers must not include children transferring from earlier age groups, e.g. if a school has an admission number of 120, of

which the majority are expected to continue on into the sixth form, but the sixth form will cater for 150 in Year 12, the admission number for Year 12 would be 30. If all 120 pupils from Year 11 do not continue into the sixth form, the school can accept applications over the 30, from external applicants, to fill the available spaces.

2.4 To help proposers prepare their statutory notice, the School Organisation website includes an online Notice Builder tool which will help ensure that the statutory notice complies with the Regulations and offers an opportunity for the notice to be checked by the School Organisation & Competitions Unit of the DCSF. Proposers are strongly advised to use this facility. The Notice Builder can be found at www.dcsf.gov.uk/schoolorg. To gain access the proposer needs to register for the "Members' Area" on the website but this is free of charge. A template for the complete proposal is provided automatically by the Notice Builder when the draft statutory notice is finalised, alternatively the template can be found in "Standard Forms" in the Members' Area of the website.

Related Proposals (Paragraph 2.5)

2.5 Where proposals are interdependent (linked) they **should** be identified as "related", either by being published in a single notice or the link to the other proposals made clear in each notice. Where proposals by the LA are "related" to proposals by governing bodies or other proposers (e.g. where an entire area is to be reorganised) the LA and governors or proposers may publish a single notice but this **must** make it clear who is making which proposals, under their respective powers, and there **should** be separate signatures for each relevant section. Where proposals are not "related", they **should not** be published on the same notice unless the notice makes it very clear that the proposals are not "related".

Implementation date (Paragraph 2.6)

2.6 There is no maximum limit on the time between the publication of a proposal and its proposed date of implementation but circumstances may change significantly if too long a period elapses. In general, therefore - with the possible exception of BSF or major authority-wide reorganisation proposals which may have to be phased in over a long period – the implementation date for the proposals (stated in the statutory notice) **should** be within 3 years of their publication. Proposers may be expected to show good reason if they propose a longer timescale. If the proposals are approved, they **must** then be implemented by the proposed implementation date, subject to any modifications made by the Decision Maker.

Explanatory Note (Paragraph 2.7)

2.7 If the full effect of the proposals is not apparent to the general public from the statutory notice, it may be supplemented by an explanatory note or

background statement, but this **should** be clearly distinguishable from the formal proposals as it does not form a statutory part of the notice. Ideally, whilst complying with regulations, the statutory notice **should** be as concise as possible, so that it is easily understood (this will also help keep publication costs to a minimum), with more detailed information contained in the complete proposal.

Invalid Notice (Paragraph 2.8)

2.8 Where a published notice has not been properly formulated in accordance with the regulations, the notice may be judged invalid and therefore ineligible to be determined by the LA or schools adjudicator. In these circumstances the proposer **should** publish a revised notice making it clear that this replaces the first notice and that the statutory period for representations will run from the publication date of the revised notice (and whether or not any representations already received will still be considered by the Decision Maker). If the issue is very minor, e.g. a typo, a published addendum may suffice, in which case, the representation period would not need to change.

Who must be sent copies of proposals? (Paragraphs 2.9-2.10)

2.9 The proposer **must, within one week of the date of publication,** send a full copy of the complete proposal, to:

- the LA (if the governing body published the proposals);
- the school's governing body (if the LA published the proposals); and

within one week of the **receipt of the request,** send a full copy of the complete proposal, to:

- any person who requests a copy; and

if the notice includes "related" proposed school closures, **on the date of publication**:

- if the governing body are the proposers of the school closure(s), they **must** submit a copy of their complete proposal to the LA that maintains the school (it would also be helpful to submit a copy of the statutory notice);
- if the LA are the proposers of the school closure(s), they **must** submit a copy of their complete proposal to the governing body of the school proposed for closure (it would also be helpful to submit a copy of the statutory notice).

STAGE 2 - PUBLICATION

2.10 The proposers **must** also send to the Secretary of State (i.e. to SOCU, DCSF, Mowden Hall, Darlington DL3 9BG or via email to school.organisation@dcsf.gsi.gov.uk) **within a week** of **publication**:

- a complete copy of the proposal, excluding all documentation relating to the consultation; and
- a copy of the statutory notice that appeared in the local newspaper, showing the date of publication.

Compulsory Purchase Orders (Paragraph 2.11)

2.11 Where an LA needs to acquire land compulsorily in conjunction with any statutory proposals, the LA **should not** make the compulsory purchase order until proposals have been approved conditionally on the acquisition of the site. The Secretary of State will not consider confirming and sealing an order until proposals have been approved.

STAGE 3 - REPRESENTATIONS

Stage 3 – Representations (Paragraphs 3.1-3.2)

3.1 Once proposals are published there follows a statutory representation period during which comments on the proposals can be made. These **must** be sent to the LA. Any person can submit representations, which can be objections as well as expressions of support for the proposals. The representation period is the final opportunity for people and organisations to express their views about the proposals and ensure that they will be taken into account by the Decision Maker.

3.2 The representation period is specified in legislation and **must not** be altered e.g. cannot be shortened or extended to fit in with scheduled meetings or to take into account school holidays – meetings will need to be rescheduled and every effort **should** be made to advise stakeholders during the consultation period when the notice is likely to be published. The representation period for statutory notices for enlargements and the addition of a sixth form is prescribed as **4** weeks **except** where:

a. the proposal is “related” to another proposal which has a 6 week representation period, then the excepted expansion proposal **must** also have a **6** week representation period (this is a change introduced by the 2009 Amendment Regulations); or

b. the proposed change is to a grammar school, where the representation period **must** be **6** weeks.

STAGE 4 - DECISION

Stage 4 – Decision (Paragraphs 4.1-4.80)

Who Will Decide the Proposals? (Paragraphs 4.1-4.4)

4.1 Decisions on school organisation proposals are taken by the LA or by the schools adjudicator. In this chapter both are covered by the form of words "Decision Maker" which applies equally to both.

4.2 Section 21 of the EIA 2006 provides for regulations to set out who **must** decide proposals for any prescribed alterations (i.e. including expansions). The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (SI:2007 No. 1289) (as amended) make detailed provision for the consideration of prescribed alteration proposals (see in particular Schedules 3 and 5). Decisions on expansions will be taken by the LA with some rights of appeal to the schools adjudicator. Only if the prescribed alteration proposals are "related" to other proposals that fall to be decided by the schools adjudicator, will the LA not be the decision maker in the first instance.

4.3 If the LA fail to decide proposals within 2 months of the end of the representation period the LA **must** forward proposals, and any received representations (i.e. not withdrawn in writing), to the schools adjudicator for decision. They **must** forward the proposals within one week from the end of the 2 month period.

4.4 The Department does not prescribe the process by which an LA carries out their decision-making function (e.g. full Cabinet or delegation to Cabinet member or officials). This is a matter for the LA to determine but the requirement to have regard to statutory guidance (see paragraph 4.15 below) applies equally to the body or individual that takes the decision.

Who Can Appeal Against an LA Decision? (Paragraphs 4.5-4.6)

4.5 The following bodies may appeal against an LA decision on school expansion proposals:

- the local Church of England diocese;
- the bishop of the local Roman Catholic diocese;
- the LSC where the school provides education for pupils aged 14 and over;
- the governing body of a community school that is proposed for expansion; and
- the governors and trustees of a foundation (including Trust) or voluntary school that is proposed for expansion.

STAGE 4 - DECISION

4.6 Any appeals **must** be submitted to the LA within 4 weeks of the notification of the LA's decision. On receipt of an appeal the LA **must** then send the proposals, and the representations received (together with any comments made on these representations by the proposers), to the schools adjudicator within 1 week of the receipt of the appeal. The LA **should** also send a copy of the minutes of the LA's meeting or other record of the decision and any relevant papers. Where the proposals are "related" to other proposals, all the "related" proposals **must** also be sent to the schools adjudicator.

Checks on Receipt of Statutory Proposals (Paragraph 4.7)

4.7 There are 4 key issues which the Decision Maker **should** consider before judging the respective factors and merits of the statutory proposals:

- Is any information missing? If so, the Decision Maker **should** write immediately to the proposer specifying a date by which the information **should** be provided;
- Does the published notice comply with statutory requirements? (see paragraph 4.8 below);
- Has the statutory consultation been carried out prior to the publication of the notice? (see paragraph 4.9 below);
- Are the proposals "related" to other published proposals? (see paragraphs 4.10 to 4.14 below).

Does the Published Notice Comply with Statutory Requirements? (Paragraph 4.8)

4.8 The Decision Maker **should** consider whether the notice is valid as soon as a copy is received. Where a published notice does not comply with statutory requirements - as set out in The School Organisation (Prescribed Alterations)(England) Regulations 2007 (SI:2007 - 1289) (as amended) - it may be judged invalid and the Decision Maker **should** consider whether they can decide the proposals.

Has the Statutory Consultation Been Carried Out Prior to the Publication of the Notice? (Paragraph 4.9)

4.9 Details of the consultation **must** be included in the proposals. The Decision Maker **should** be satisfied that the consultation meets statutory requirements (see Stage 1 paragraphs 1.2–1.5). If some parties submit objections on the basis that consultation was not adequate, the Decision Maker may wish to take legal advice on the points raised. If the requirements have not been met, the Decision Maker may judge the proposals to be invalid and needs to consider whether they can decide the proposals. Alternatively the Decision

Maker may take into account the sufficiency and quality of the consultation as part of their overall judgement of the proposals as a whole.

Are the Proposals Related to Other Published Proposals? (Paragraphs 4.10-4.14)

4.10 Paragraph 35 of Schedule 3, and Paragraph 35 of Schedule 5, to The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) provides that any proposals that are "related" to particular proposals (e.g. for a new school; school closure; prescribed alterations to existing schools i.e. change of age range, acquisition of a Trust, addition of boarding, etc; or proposals by the LSC to deal with inadequate 16-19 provision) **must** be considered together. This does not include proposals that fall outside of School Organisation Prescribed Alteration or Establishment and Discontinuance regulations e.g. removal of a Trust, opening of an Academy, federation proposals. Paragraphs 4.11-4.14 provide statutory guidance on whether proposals **should** be regarded as "related".

4.11 Generally, proposals **should** be regarded as "related" if they are included on the same notice (unless the notice makes it clear that the proposals are not "related"). Proposals **should** be regarded as "related" if the notice makes a reference to a link to other proposals (published under School Organisation and Trust regulations). If the statutory notices do not confirm a link, but it is clear that a decision on one of the proposals would be likely to directly affect the outcome or consideration of the other, the proposals **should** be regarded as "related".

4.12 Where proposals are "related", the decisions **should** be compatible e.g. if one set of proposals is for the removal of provision, and another is for the establishment or enlargement of provision for displaced pupils, both **should** be approved or rejected.

4.13 Where proposals for an expansion of a school are "related" to proposals published by the local LSC[4] which are to be decided by the Secretary of State, the Decision Maker **must** defer taking a decision until the Secretary of State has taken a decision on the LSC proposals. This applies where the proposals before the Decision Maker concern:

- the school that is the subject of the LSC proposals;
- any other secondary school, maintained by the same LA that maintains a school that is the subject of the LSC proposals; or

[4] References throughout this document to the LSC only apply up to April 2010. The Apprenticeships, Skills, Children and Learning Act (ASCL) Act 2009 will transfer the responsibilities of the LSC in respect of 16-19 education and training to LAs, supported by the Young People's Learning Agency. This guidance will be revised by April 2010 to take account of these changes.

- any other secondary school in the same LA area as any FE college which is the subject of the LSC proposals.

4.14 The proposals will be regarded as “related” if their implementation would prevent or undermine effective implementation of the LSC proposals.

Statutory Guidance – Factors to be Considered by Decision Makers (Paragraphs 4.15-4.16)

4.15 Regulation 8 of The Regulations provides that both the LA and schools adjudicator **must** have regard to guidance issued by the Secretary of State when they take a decision on proposals. Paragraphs 4.17 to 4.73 below contain the statutory guidance.

4.16 The following factors **should not** be taken to be exhaustive. Their importance will vary, depending on the type and circumstances of the proposals. All proposals **should** be considered on their individual merits.

EFFECT ON STANDARDS AND SCHOOL IMPROVEMENT

A System Shaped by Parents (Paragraphs 4.17-4.18)

4.17 The Government's aim, as set out in the Five Year Strategy for Education and Learners and the Schools White Paper Higher Standards, Better Schools For All, is to create a schools system shaped by parents which delivers excellence and equity. In particular, the Government wishes to see a dynamic system in which:

- weak schools that need to be closed are closed quickly and replaced by new ones where necessary; and
- the best schools are able to expand and spread their ethos and success.

4.18 The EIA 2006 amends the Education Act 1996 to place duties on LAs to secure diversity in the provision of schools and to increase opportunities for parental choice when planning the provision of schools in their areas. In addition, LAs are under a specific duty to respond to representations from parents about the provision of schools, including requests to establish new schools or make changes to existing schools. The Government's aim is to secure a more diverse and dynamic schools system which is shaped by parents. The Decision Maker **should** take into account the extent to which the proposals are consistent with the new duties on LAs.

STAGE 4 - DECISION

Standards (Paragraphs 4.19-4.20)

4.19 The Government wishes to encourage changes to local school provision which will boost standards and opportunities for young people, whilst matching school place supply as closely as possible to pupils' and parents' needs and wishes.

4.20 Decision Makers **should** be satisfied that proposals for a school expansion will contribute to raising local standards of provision, and will lead to improved attainment for children and young people. They **should** pay particular attention to the effects on groups that tend to under-perform including children from certain ethnic groups, children from deprived backgrounds and children in care, with the aim of narrowing attainment gaps.

Diversity (Paragraphs 4.21-4.23)

4.21 Decision Makers **should** be satisfied that when proposals lead to children (who attend provision recognised by the LA as being reserved for pupils with special educational needs) being displaced, any alternative provision will meet the statutory SEN improvement test (see paragraphs 4.69-4.72).

4.22 The Government's aim is to transform our school system so that every child receives an excellent education – whatever their background and wherever they live. A vital part of the Government's vision is to create a more diverse school system offering excellence and choice, where each school has a strong ethos and sense of mission and acts as a centre of excellence or specialist provision.

4.23 Decision Makers **should** consider how proposals will contribute to local diversity. They **should** consider the range of schools in the relevant area of the LA and whether the expansion of the school will meet the aspirations of parents, help raise local standards and narrow attainment gaps.

Every Child Matters (Paragraph 4.24)

4.24 The Decision Maker **should** consider how proposals will help every child and young person achieve their potential in accordance with "Every Child Matters" principles which are: to be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society; and achieve economic well-being. This **should** include considering how the school will provide a wide range of extended services, opportunities for personal development, access to academic and applied learning training, measures to address barriers to participation and support for children and young people with particular needs, e.g. looked after children or children with special educational needs (SEN) and disabilities.

STAGE 4 - DECISION

SCHOOL CHARACTERISTICS

Boarding Provision (Paragraphs 4.25-4.26)

4.25 In making a decision on proposals that include the expansion of boarding provision, the Decision Maker **should** consider whether or not there would be a detrimental effect on the sustainability of boarding at another state maintained boarding school within one hour's travelling distance of the proposed school.

4.26 In making a decision on proposals for expansion of boarding places the Decision Maker **should** consider:-

a. the extent to which boarding places are over subscribed at the school and any state maintained boarding school within an hour's travelling distance of the school at which the expansion is proposed;

b. the extent to which the accommodation at the school can provide additional boarding places;

c. any recommendations made in the previous CSCI/Ofsted reports which would suggest that existing boarding provision in the school failed significantly to meet the National Minimum Standards for Boarding Schools;

d. the extent to which the school has made appropriate provision to admit other categories of pupils other than those for which it currently caters (e.g. taking pupils of the opposite sex or sixth formers) if they form part of the expansion;

e. any impact of the expansion on the continuity of education of boarders currently in the school;

f. the extent to which the expansion of boarding places will help placements of pupils with an identified boarding need; and

g. the impact of the expansion on a state maintained boarding school within one hour's travelling distance from the school which may be undersubscribed.

STAGE 4 - DECISION

Equal Opportunity Issues (Paragraphs 4.27)

4.27 The Decision Maker **should** consider whether there are any sex, race or disability discrimination issues that arise from the changes being proposed, for example, that where there is a proposed change to single sex provision in an area, there is equal access to single sex provision for the other sex to meet parental demand. Similarly there needs to be a commitment to provide access to a range of opportunities which reflect the ethnic and cultural mix of the area, while ensuring that such opportunities are open to all.

NEED FOR PLACES

Creating Additional Places (Paragraphs 4.28-4.30)

4.28 The Decision Maker **should** consider whether there is a need for the expansion and **should** consider the evidence presented for the expansion such as planned housing development or demand for provision. The Decision Maker **should** take into account not only the existence of spare capacity in neighbouring schools, but also the quality and popularity with parents of the schools in which spare capacity exists and evidence of parents' aspirations for places in the school proposed for expansion. The existence of surplus capacity in neighbouring less popular or successful schools **should not** in itself prevent the addition of new places.

4.29 Where the school has a religious character, or follows a particular philosophy, the Decision Maker **should** be satisfied that there is satisfactory evidence of sufficient demand for places for the expanded school to be sustainable.

4.30 Where proposals will add to surplus capacity but there is a strong case for approval on parental preference and standards grounds, the presumption **should** be for approval. The LA in these cases will need to consider parallel action to remove the surplus capacity thereby created.

Expansion of Successful and Popular Schools (Paragraph 4.31-4.34)

4.31 The Government is committed to ensuring that every parent can choose an excellent school for their child. We have made clear that the wishes of parents **should** be taken into account in planning and managing school estates. Places **should** be allocated where parents want them, and as such, it **should** be easier for successful and popular primary and secondary schools to grow to meet parental demand. For the purposes of this guidance, the Secretary of State is not proposing any single definition of a successful and popular school. It is for the Decision Maker to decide whether a school is successful and popular, however, the following indicators **should** all be taken into account:

a. the school's performance;

i. in terms of absolute results in key stage assessments and public examinations;

ii. by comparison with other schools in similar circumstances (both in the same LA and other LAs);

iii. in terms of value added;

iv. in terms of improvement over time in key stage results and public examinations.

b. the numbers of applications for places;

i. the Decision Maker should also take account of any other relevant evidence put forward by schools.

4.32 The strong presumption is that proposals to expand successful and popular schools **should** be approved. In line with the Government's long standing policy that there **should** be no increase in selection by academic ability, this presumption does not apply to grammar schools or to proposals for the expansion of selective places at partially selective schools.

4.33 The existence of surplus capacity in neighbouring less popular schools **should not** in itself be sufficient to prevent this expansion, but if appropriate, in the light of local concerns, the Decision Maker **should** ask the LA how they plan to tackle any consequences for other schools. The Decision Maker **should** only turn down proposals for successful and popular schools to expand if there is compelling objective evidence that expansion would have a damaging effect on standards overall in an area, which cannot be avoided by LA action.

4.34 Before approving proposals the Decision Maker **should** confirm that the admission arrangements of schools proposed for expansion fully meet the provisions of the School Admissions Code. Although the Decision Maker may not modify proposed admission arrangements, the proposer **should** be informed that proposals with unsatisfactory admission arrangements are unlikely to be approved, and given the opportunity to revise them in line with the Code of Practice. Where the LA, rather than the governing body, is the admissions authority, we will expect the authority to take action to bring the admission arrangements in to line with the School Admissions Code.

Travel and Accessibility for All (Paragraphs 4.35-4.36)

4.35 In considering proposals for the reorganisation of schools, Decision Makers **should** satisfy themselves that accessibility planning has been properly taken into account. Facilities are to be accessible by those concerned, by being located close to those who will use them, and the proposed changes **should not**

adversely impact on disadvantaged groups.

4.36 In deciding statutory proposals, the Decision Maker **should** bear in mind that proposals **should not** have the effect of unreasonably extending journey times or increasing transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable routes e.g. for walking, cycling etc. The EIA 2006 provides extended free transport rights for low income groups – see Home to School Travel and Transport Guidance ref 00373 – 2007BKT-EN at www.teachernet.gov.uk/publications. Proposals **should** also be considered on the basis of how they will support and contribute to the LA's duty to promote the use of sustainable travel and transport to school.

16-19 Provision (Paragraphs 4.37-4.39)

4.37 The pattern of 16-19 provision differs across the country. Many different configurations of school and college provision deliver effective 14-19 education and training. An effective 14-19 organisation has a number of key features:

- standards and quality: the provision available **should** be of a high standard – as demonstrated by high levels of achievement and good completion rates;
- progression: there **should** be good progression routes for all learners in the area, so that every young person has a choice of the full range of options within the 14-19 entitlement, with institutions collaborating as necessary to make this offer. All routes **should** make provision for the pastoral, management and learning needs of the 14-19 age group;
- participation: there are high levels of participation in the local area; and,
- learner satisfaction: young people consider that there is provision for their varied needs, aspirations and aptitudes in a range of settings across the area.

4.38 Where standards and participation rates are variable, or where there is little choice, meaning that opportunity at 16 relies on where a young person went to school, the case for reorganisation, or allowing high quality providers to expand, is strong.

4.39 Where standards and participation rates are consistently high, collaboration is strong and learners express satisfaction that they have sufficient choice, the case for a different pattern of provision is less strong. The Decision Maker therefore will need to take account of the pattern of 16-19 provision in the area and the implications of approving new provision.

STAGE 4 - DECISION

Addition of post-16 provision by "high performing" schools
(Paragraphs 4.40-4.51)

4.40 The Government remains committed to the principle that high performing 11-16 schools **should** be allowed to add post-16 provision where there is parental and student demand, in order to extend quality and choice. But the context in which this principle will operate is changing. From April 2010, the Apprenticeships, Skills, Children and Learning Act 2009 will transfer the responsibility for 16-19 planning and funding from the LSC to LAs. LAs will be responsible for maintaining an effective and coherent system of 14-19 organisation which delivers the new entitlement – to a new curriculum and new qualifications, including all 17 Diploma lines from 2013 and an Apprenticeship place for those who meet the entry criteria - to all young people in their area. Collaboration will be a key feature of 14-19 provision.

4.41 So, while there is still a strong presumption of approval for proposals from high performing schools, that decision **should** now be informed by additional factors: the need for local collaboration; the viability of existing post-16 providers in the local area; and the improvement of standards at the school that is proposing to add post-16 provision. Only in exceptional circumstances* would these factors lead Decision Makers not to approve a proposal. If the Decision Maker were minded not to approve a proposal, he **should** first consider whether modification of the proposal would enable the proposer to comply with these conditions (see paragraph 4.49).
** Exceptional circumstances in which the Decision Maker might reject the proposal to add a sixth form to a presumption school would include if there is specific evidence that a new sixth form was of a scale that it would directly affect the viability of another neighbouring, high quality institution that itself was not large in comparison to other institutions of that type. Exceptional circumstances might also include a situation where there are a number of presumption schools in the same area at the same time and/or where there is clear evidence that the scale of the aggregate number of additional 16-18 places far exceeds local need and affordability and is therefore clearly poor value for money*.

4.42 There **should** be a strong presumption in favour of the approval of proposals for a new post-16 provision where:

a. the school is a high performing specialist school that has opted for an applied learning specialism; or

b. the school, whether specialist or not, meets the DCSF criteria for 'high performing' and does not require capital support.

4.43 The school **should** ensure that, in forwarding its proposals to the Decision Maker, it provides evidence that it meets one of the criteria at paragraph 4.42 above.

4.44 Where a new sixth form is proposed by a specialist school that has met the 'high performing' criteria and which has opted for an applied learning specialism, capital funding may be available from the 16-19 Capital Fund.

4.45 This presumption will apply to proposals submitted to the Decision Maker within:

a. two years from the date a school commences operation with applied learning specialist school status; or

b. two years from the date a school is informed of its Ofsted Section 5 inspection results which would satisfy DCSF criteria for 'high performing' status as set out at http://www.standards.dcsf.gov.uk/specialistschools/guidance2007/?version=1

NOTE: 'submitted to the Decision Maker' above refers to when proposals and representations are with the Decision Maker, following the end of the representation period.

4.46 The increase in the period in which a school is eligible to expand its post-16 provision recognises the time required to embed the new presumption places within a local 14-19 delivery plan and for effective collaboration to take place.

4.47 New post-16 provision in schools **should**, as appropriate, operate in partnership with other local providers to ensure that young people have access to a wide range of learning opportunities. In assessing proposals from 'high performing' schools to add post-16 provision, Decision Makers **should** look for:

a. evidence of local collaboration in drawing up the presumption proposal; and

b. a statement of how the new places will fit within the 14-19 organisation in an area; and

c. evidence that the exercise of the presumption is intended to lead to higher standards and better progression routes at the 'presumption' school.

4.48 If a school has acted in a collaborative way and has actively attempted to engage other partners in the local area, but it is clear that other institutions have declined to participate, that fact **should not** be a reason for declining to approve a proposal. The onus is on other providers to work with a school which qualifies for the presumption of approval for new post-16 provision.

4.49 The Decision Maker **should** only turn down proposals to add post-16 provision from schools eligible for the sixth form presumption if there is compelling and objective evidence that the expansion would undermine the viability of an existing high quality post-16 provider or providers. The fact that an existing school or college with large numbers of post-16 students might recruit a

smaller number of students aged 16-19 is not, of itself, sufficient to meet this condition, where the "presumption" school can show that there is reasonable demand from students to attend the school after age 16.

4.50 The existence of surplus capacity in neighbouring schools or colleges that are not high performing **should not** be a reason to reject a post-16 presumption proposal. It is the responsibility of the LA to consider decommissioning poor quality provision as well as commissioning high quality provision. The LA should therefore plan to tackle any consequences of expansion proposals for other schools.

4.51 Before approving proposals the Decision Maker **should** confirm that the admission arrangements of schools proposed for expansion fully meet the provisions of the mandatory Schools Admissions Code. Although the Decision Maker may not modify proposed admission arrangements, the proposer **should** be informed that proposals with unsatisfactory admission arrangements are unlikely to be approved, and given the opportunity to revise them in line with the Code. Where the LA, rather than the governing body, is the admissions authority, we will expect the authority to take action to bring the admission arrangements into line with the School Admissions Code.

Conflicting Sixth Form Reorganisation Proposals (Paragraph 4.52)

4.52 Where the implementation of reorganisation proposals by the LSC[5] conflict with other published proposals put to the Decision Maker for decision, the Decision Maker is prevented (by the School Organisation Proposals by the LSC for England Regulations 2003) from making a decision on the "related" proposals until the Secretary of State has decided the LSC proposals (see paragraphs 4.13 to 4.14 above).

16-19 Provision 'Competitions' (Paragraphs 4.53-4.56)

4.53 Non-statutory competitions for new 16-19 provision were introduced from January 2006. They are administered by the regional arm of the LSC, in line with the LSC's current role as commissioner of 16-19 provision. The Government intends to transfer the responsibility for 16-19 provision from the LSC to LAs from 2010.[6]

4.54 The current arrangements for the establishment of new institutions by competition involves a two-stage approval process:

[5] References throughout this document to the LSC only apply up to April 2010. The ASCL Act 2009 will transfer the responsibilities of the LSC in respect of 16-19 education and training to LAs, supported by the Young People's Learning Agency. This guidance will be revised by April 2010 to take account of these changes.

[6] The ASCL Act will remove the LSC and also the power of LAs to establish sixth form schools, whether by a competition or otherwise. Section 126 of the Act amends section 16 of the Education Act 1996 and sections 7,10 and 11 of EIA 2006.

a. the competition selection process;

b. approval of the outcome by existing processes (e.g. Decision Maker approval of school/LA proposals and Secretary of State approval of college/LSC proposals, as required by law).

4.55 Competitors will be eligible to apply to the 16-19 Capital Fund. Where a competition is 'won' by a school, they **must** then publish statutory proposals and these **must** be considered by the Decision Maker on their merits.

4.56 Where proposals to establish sixth forms are received, and the local LSC is running a 16-19 competition, the Decision Maker **must** take account of the competition when considering the proposals.

FUNDING AND LAND

Capital (Paragraphs 4.57-4.59)

4.57 The Decision Maker **should** be satisfied that any land, premises or capital required to implement the proposals will be available. Normally, this will be some form of written confirmation from the source of funding on which the promoters rely (e.g. the LA, DCSF, or LSC). In the case of an LA, this **should** be from an authorised person within the LA, and provide detailed information on the funding, provision of land and premises etc.

4.58 Where proposers are relying on DCSF as a source of capital funding, there can be no assumption that the approval of proposals will trigger the release of capital funds from the Department, unless the Department has previously confirmed in writing that such resources will be available; nor can any allocation 'in principle' be increased. In such circumstances the proposals **should** be rejected, or consideration of them deferred until it is clear that the capital necessary to implement the proposals will be provided.

4.59 Proposals **should not** be approved conditionally upon funding being made available, subject to the following specific exceptions: For proposals being funded under the Private Finance Initiative (PFI) or through the BSF programme, the Decision Maker **should** be satisfied that funding has been agreed 'in principle', but the proposals **should** be approved conditionally on the entering into of the necessary agreements and the release of funding. A conditional approval will protect proposers so that they are not under a statutory duty to implement the proposals until the relevant contracts have been signed and/or funding is finally released.

Capital Receipts (Paragraphs 4.60-4.62)

4.60 Where the implementation of proposals may depend on capital receipts from the disposal of land used for the purposes of a school (i.e. including one

proposed for closure in “related” proposals) the Decision Maker **should** confirm whether consent to the disposal of land is required, or an agreement is needed, for disposal of the land. Current requirements are:

a. Community Schools – the Secretary of State’s consent is required under paragraph 2 of Schedule 35A to the Education Act 1996 and, in the case of playing field land, under section 77 of the Schools Standards and Framework Act 1998 (SSFA 1998). (Details are given in DCSF Guidance 1017-2004 “The Protection of School Playing Fields and Land for Academies” published in November 2004) - http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=spectrum&ProductId=DfE-1017-2004&).

b. Foundation (including Trust) and Voluntary Schools:

i. playing field land – the governing body, foundation body or trustees will require the Secretary of State’s consent, under section 77 of the SSFA 1998, to dispose, or change the use of any playing field land that has been acquired and/or enhanced at public expense.

ii. non-playing field land or school buildings – the governing body, foundation body or trustees no longer require the Secretary of State’s consent to dispose of surplus non-playing field land or school buildings which have been acquired or enhanced in value by public funding. They will be required to notify the LA and seek local agreement of their proposals. Where there is no local agreement, the matter **should** be referred to the Schools Adjudicator to determine. (Details of the new arrangements can be found in the Department’s guidance “The Transfer and Disposal of School Land in England: A General Guide for Schools, Local Authorities and the Adjudicator” - http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=spectrum&ProductId=DfE-1017-2004&).

4.61 Where expansion proposals are dependent upon capital receipts of a discontinuing foundation or voluntary school the governing body is required to apply to the Secretary of State to exercise his various powers in respect of land held by them for the purposes of the school. Normally he would direct that the land be returned to the LA but he could direct that the land be transferred to the governing body of another maintained school (or the temporary governing body of a new school). Where the governing body fails to make such an application to the Secretary of State, and the school subsequently closes, all land held by them for the purposes of the discontinued school will, on dissolution of the governing body, transfer to the LA unless the Secretary of State has directed otherwise before the date of dissolution.

4.62 Where consent to the disposal of land is required, but has not been

obtained, the Decision Maker **should** consider issuing a conditional approval for the statutory proposals so that the proposals gain full approval automatically when consent to the disposal is obtained (see paragraph 4.75).

New Site or Playing Fields (Paragraph 4.63)

4.63 Proposals dependent on the acquisition of an additional site or playing field may not receive full approval but **should** be approved conditionally upon the acquisition of a site or playing field.

Land Tenure Arrangements (Paragraph 4.64)

4.64 For the expansion of voluntary or foundation schools it is desirable that a trust, or the governing body if there is no foundation, holds the freehold interest in any additional site that is required for the expansion. Where the trustees of the voluntary or foundation school hold, or will hold, a leasehold interest in the additional site, the Decision Maker will need to be assured that the arrangements provide sufficient security for the school. In particular the leasehold interest **should** be for a substantial period – normally at least 50 years – and avoid clauses which would allow the leaseholder to evict the school before the termination of the lease. The Decision Maker **should** also be satisfied that a lease does not contain provisions which would obstruct the governing body or the headteacher in the exercise of their functions under the Education Acts, or place indirect pressures upon the funding bodies.

School Playing Fields (Paragraph 4.65)

4.65 The Education (School Premises) Regulations 1999 set out the standards for school premises, including minimum areas of team game playing fields to which schools **should** have access. The Decision Maker will need to be satisfied that either:

a. the premises will meet minimum requirements of The Education (School Premises) Regulations 1999; or

b. if the premises do not meet those requirements, the proposers have secured the Secretary of State's agreement in principle to grant a relaxation.

Where the Secretary of State has given 'in principle' agreement as at paragraph 4.60(b) above, the Decision Maker **should** consider issuing conditional approval so that when the Secretary of State gives his agreement, the proposals will automatically gain full approval.

STAGE 4 - DECISION

SPECIAL EDUCATIONAL NEEDS (SEN) PROVISION

Initial Considerations (Paragraphs 4.66-4.67)

4.66 SEN provision, in the context of School Organisation legislation and this guidance, is provision recognised by the LA as specifically reserved for pupils with special educational needs. When reviewing SEN provision, planning or commissioning alternative types of SEN provision or considering proposals for change LAs **should** aim for a flexible range of provision and support that can respond to the special educational needs of individual pupils and parental preferences, rather than necessarily establishing broad categories of provision according to special educational need or disability. There are a number of initial considerations for LAs to take account of in relation to proposals for change. They **should** ensure that local proposals:

a. take account of parental preferences for particular styles of provision or education settings;

b. offer a range of provision to respond to the needs of individual children and young people, taking account of collaborative arrangements (including between special and mainstream), extended school and Children's Centre provision; regional centres (of expertise) and regional and sub-regional provision; out of LA day and residential special provision;

c. are consistent with the LA's Children and Young People's Plan;

d. take full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, including the National Curriculum, within a learning environment in which children can be healthy and stay safe;

e. support the LA's strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for disabled people;

f. provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community;

g. ensure appropriate provision for 14-19 year-olds, taking account of the role of local LSC funded institutions and their admissions policies; and

h. ensure that appropriate full-time education will be available to all displaced pupils. Their statements of special educational needs will require amendment and all parental rights must be ensured. Other interested partners, such as the Health Authority should be involved.

STAGE 4 - DECISION

4.67 Taking account of the considerations, as set out above, will provide assurance to local communities, children and parents that any reorganisation of SEN provision in their area is designed to improve on existing arrangements and enable all children to achieve the five Every Child Matters outcomes.

The Special Educational Needs Improvement Test (Paragraph 4.68)

4.68 When considering any reorganisation of provision that would be recognised by the LA as reserved for pupils with special educational needs, including that which might lead to some children being displaced through closures or alterations, LAs, and all other proposers for new schools or new provision, will need to demonstrate to parents, the local community and Decision Makers how the proposed alternative arrangements are likely to lead to improvements in the standard, quality and/or range of educational provision for children with special educational needs. All consultation documents and reorganisation plans that LAs publish and all relevant documentation LAs and other proposers submit to Decision Makers **should** show how the key factors set out in paragraphs 4.69 to 4.72 below have been taken into account by applying the SEN improvement test. Proposals which do not credibly meet these requirements **should not** be approved and Decision Makers **should** take proper account of parental or independent representations which question the LA's own assessment in this regard.

Key Factors (Paragraphs 4.69-4.72)

4.69 When LAs are planning changes to their existing SEN provision, and in order to meet the requirement to demonstrate likely improvements in provision, they **should**:

a. identify the details of the specific educational benefits that will flow from the proposals in terms of:

   i. improved access to education and associated services including the curriculum, wider school activities, facilities and equipment, with reference to the LA's Accessibility Strategy;

   ii. improved access to specialist staff, both education and other professionals, including any external support and/or outreach services;

   iii. improved access to suitable accommodation; and

   iv. improved supply of suitable places.

b. LAs **should** also:

i. obtain a written statement that offers the opportunity for all providers of existing and proposed provision to set out their views on the changing pattern of provision seeking agreement where possible;

ii. clearly state arrangements for alternative provision. A 'hope' or 'intention' to find places elsewhere is not acceptable. Wherever possible, the host or alternative schools should confirm in writing that they are willing to receive pupils, and have or will have all the facilities necessary to provide an appropriate curriculum;

iii. specify the transport arrangements that will support appropriate access to the premises by reference to the LA's transport policy for SEN and disabled children; and

iv. specify how the proposals will be funded and the planned staffing arrangements that will be put in place.

4.70 It is to be noted that any pupils displaced as a result of the closure of a BESD school (difficulties with behavioural, emotional and social development) **should not** be placed long-term or permanently in a Pupil Referral Unit (PRU) if a special school place is what they need. PRUs are intended primarily for pupils who have been excluded, although LAs can and do use PRU provision for pupils out of school for other reasons such as illness and teenage pregnancies. There may of course be pupils who have statements identifying that they have BESD who have been placed appropriately in a PRU because they have been excluded; in such cases the statement **must** be amended to name the PRU, but PRUs **should not** be seen as an alternative long-term provision to special schools.

4.71 The requirement to demonstrate improvements and identify the specific educational benefits that flow from proposals for new or altered provision as set out in the key factors are for all those who bring forward proposals for new special schools or for special provision in mainstream schools including governors of foundation schools and foundation special schools. The proposer needs to consider all the factors listed above.

4.72 Decision Makers will need to be satisfied that the evidence with which they are provided shows that LAs and/or other proposers have taken account of the initial considerations and all the key factors in their planning and commissioning in order to meet the requirement to demonstrate that the reorganisation or new provision is likely to result in improvements to SEN provision.

OTHER ISSUES

Views of Interested Parties (Paragraphs 4.73)

4.73 The Decision Maker **should** consider the views of all those affected by the proposals or who have an interest in them including: pupils; families of pupils;

staff; other schools and colleges; local residents; diocesan bodies and other providers; LAs; the LSC (where proposals affect 14-19 provision) and the Early Years Development and Childcare Partnership if one exists, or any local partnership or group that exists in place of an EYDCP (where proposals affect early years and/or childcare provision). This includes statutory objections and comments submitted during the representation period. The Decision Maker **should not** simply take account of the numbers of people expressing a particular view when considering representations made on proposals. Instead the Decision Maker **should** give the greatest weight to representations from those stakeholders likely to be most directly affected by the proposals.

Types of Decision (Paragraph 4.74)

4.74 In considering proposals for the expansion of a school, the Decision Maker can decide to:

- reject the proposals;
- approve the proposals;
- approve the proposals with a modification (e.g. the implementation date); or
- approve the proposals subject to them meeting a specific condition (see paragraph 4.75 below).

Conditional Approval (Paragraphs 4.75-4.76)

4.75 The regulations provide for a conditional approval to be given where the Decision Maker is otherwise satisfied that the proposals can be approved, and approval can automatically follow an outstanding event. Conditional approval can only be granted in the limited circumstances specified in the regulations i.e. as follows:

a. the grant of planning permission under Part 3 of the Town and Country Planning Act 1990;

b. the acquisition of any site required for the implementation of the proposals;

c. the acquisition of playing fields required for the implementation of the proposals;

d. the securing of any necessary access to a site referred to in sub-paragraph (b) or playing fields referred to in sub-paragraph (c);

e. the private finance credit approval given by the DCSF following the entering into a private finance contract by an LA;

f. the entering into an agreement for any necessary building project supported by the DCSF in connection with BSF programme;

g. the agreement to any change to admission arrangements specified in the approval, relating to the school or any other school or schools (this allows the approval of proposals to enlarge the premises of a school to be conditional on the decision of adjudicators to approve any related change in admission numbers);

h. the making of any scheme relating to any charity connected with the school;

i. the formation of any federation (within the meaning of section 24(2) of the 2002 Act) of which it is intended that the proposed school should form part, or the fulfilling of any other condition relating to the school forming part of a federation;

j. the Secretary of State giving approval under regulation 5(4) of the Education (Foundation Body) (England) Regulations 2000 to a proposal that a foundation body must be established and that the school must form part of a group for which a foundation must act;

k. the Secretary of State making a declaration under regulation 22(3) of the Education (Foundation Body) (England) Regulations 2000 that the school should form part of a group for which a foundation body acts;

ka. where the proposals are to alter the upper age limit of the school, the decision of the Secretary of State to establish a new FE college under s16 of the Further and Higher Education Act 1992;

l. where the proposals in question depend upon any of the events specified in paragraphs (a) to (ka) occurring by a specified date in relation to proposals relating to any other school or proposed school, the occurrence of such an event; and

m. where proposals are related to proposals for the establishment of new schools or discontinuance of schools, and those proposals depend on the occurrence of events specified in regulation 20 of the School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2007[7] the occurrence of such an event.

4.76 The Decision Maker **must** set a date by which the condition **must** be met, but will be able to modify the date if the proposers confirm (preferably before the date expires), that the condition will be met later than originally thought. The condition-to-be-met-by date **must** be before the proposed implementation date of the proposal (which can also be modified if necessary). Therefore care **should**

[7] S.I. 2007/1288.

be taken when setting condition-to-be-met-by dates, particularly if proposals are "related" e.g. if a school is proposed to add a sixth form on 1st September one year, and enlarge on 1st September the following year, and the enlargement requires planning permission, the condition set **must** be met before the addition of a sixth form can be implemented (the earlier proposal). This is because as "related" proposals, they **should** both have the same decision, which in this case, would have been approval conditional upon planning permission being met. The proposer **should** inform the Decision Maker and the Department (SOCU, DCSF, Mowden Hall, Staindrop Road, Darlington DL3 9BG or by email to school.organisation@dcsf.gsi.gov.uk) of the date when a condition is modified or met in order for the Department's records, and those of Edubase to be kept up to date. If a condition is not met by the date specified, the proposals **must** be referred back to the Decision Maker for fresh consideration.

Decisions (Paragraphs 4.77-4.79)

4.77 All decisions **must** give reasons for the decision, irrespective of whether the proposals were rejected or approved, indicating the main factors/criteria for the decision.

4.78 A copy of all decisions **must** be forwarded to:

- the LA or governing body who published the proposals;
- the trustees of the school (if any);
- the Secretary of State (via the School Organisation & Competitions Unit, DCSF, Mowden Hall, Darlington DL3 9BG or by email to school.organisation@dcsf.gsi.gov.uk);
- where the school includes provision for 14-16 education or sixth form education, the LSC;
- the local CofE diocese;
- the bishop of the RC diocese;
- each objector except where a petition has been received. Where a petition is received a decision letter **must** be sent to the person who submitted the petition, or where this is unknown, the signatory whose name appears first on the petition; and
- where the school is a special school, the relevant primary care trust, an NHS trust or NHS foundation trust.

4.79 In addition, where proposals are decided by the LA, a copy of the decision **must** be sent to the Office of the Schools Adjudicator, Mowden Hall, Darlington

DL3 9BG. Where proposals are decided by the schools adjudicator, a copy of the decision **must** be sent to the LA that it is proposed should maintain the school.

Can proposals be withdrawn? (Paragraph 4.80)

4.80 Proposals can be withdrawn at any point before a decision is taken. Written notice **must** be given to the LA, or governing body, if the proposals were published by the LA. Written notice **must** also be sent to the schools adjudicator (if proposals have been sent to him) and the Secretary of State – i.e. via the School Organisation & Competitions Unit, DCSF, Mowden Hall, Darlington DL3 9BG or by email to school.organisation@dcsf.gsi.gov.uk. Written notice **must** also be placed at the main entrance to the school, or all the entrances if there are more than one.

STAGE 5 - IMPLEMENTATION

Stage 5 – Implementation (Paragraphs 5.1-5.13)

5.1 The proposers are under a **statutory duty** to implement any proposals which an LA or schools adjudicator has approved, by the approved implementation date. The proposals **must** be implemented as published, taking into account any modifications made by the Decision Maker. The following bodies are responsible for the implementation of proposals:

Type of School	**Body that published proposals**	**Duty to implement**
Community	LA	LA
Foundation	Proposers	LA and the proposers as set out in published proposals
	LA	LA
Voluntary Controlled	Proposers	LA and the proposers as set out in published proposals
Voluntary Aided	Proposers	Proposers but LA to provide playing fields

5.2 The LA **must** provide any additional school site that is required where proposals are approved for a foundation, Trust or voluntary controlled school and **must** convey their interest to the governing body or the trustees as appropriate, except where proposals state that the site will be provided by the proposers. Where proposals are approved for a voluntary aided school, the proposers **must** provide any additional school site that is required, although the LA may use its power to assist proposers by providing and conveying its interest in a site.

5.3 If the approval was subject to a condition being met by a specified date, proposers **should** ensure that they meet this. If it looks as though it might not be possible to meet the condition by the specified date, the proposals **must** be considered afresh by the Decision Maker that decided the proposals. The proposer **should** seek a modification to the condition **before** the date has passed.

Can Proposals Be Modified? (Paragraphs 5.4-5.6)

5.4 If it proves impossible to implement the proposals as approved, the proposers can seek a modification and **must** apply to the Decision Maker who decided the proposals. A modification **should** be made before the approved implementation date for the proposals is reached.

STAGE 5 - IMPLEMENTATION

5.5 The most common modification is to the implementation date. However, proposals cannot be modified to the extent new proposals are substituted for those that have been consulted upon and published. If proposers wish to make a significant change to proposals after they have been approved, they **must** publish "revocation" proposals to be relieved of the duty to implement the proposals (see paragraphs 5.7 to 5.11 below) and publish fresh proposals.

5.6 Before modifying proposals the Decision Maker **must** consult the proposers and the LA, if the LA did not publish the proposals. The proposals should not be modified in a way that would in effect substitute new proposals – this would run the risk of successful legal challenge in the courts. The Secretary of State (via the School Organisation & Competitions Unit, DCSF, Mowden Hall, Darlington DL3 9BG or by email to school.organisation@dcsf.gsi.gov.uk) **must** be notified of any modification and the date it was approved, within one week of the proposal being modified.

Revocation (Paragraphs 5-7-5.13)

5.7 If proposers cannot implement approved proposals they **must** publish fresh proposals to be relieved of the duty to implement. Paragraph 41 of Schedules 3 and 5 of the School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) provide that revocation proposals **must** contain the following information:

- a description of the original proposals as published;
- the date of the publication of the original proposals; and
- a statement as to why it is proposed that the duty to implement proposals should not apply in relation to the original proposals.

The proposals can be published as "related" proposals, if appropriate (following consultation). Templates for revocation notices can be found on the School Organisation website (www.dcsf.gov.uk/schoolorg) under 'Standard Forms' via the Members' Area. You need to register to access this area; membership is free.

5.8 The notice **must** be published in a local newspaper circulating in the area served by the school, and also posted at the main entrance to the school (and all entrances if there are more than one) and at some other conspicuous place in the area served by the school. The proposals **must** provide for anyone to submit comments and objections on the proposals to the LA within 6 weeks of the proposals being published (regardless of the length of the original representation period). The proposers **must** forward a copy of the proposals to the LA/governing body within 1 week of publication. Proposers are advised to consult interested parties on the planned revocation proposals before publication although there is no statutory requirement to do so.

STAGE 5 - IMPLEMENTATION

5.9 Revocation proposals **must** be decided by the LA, except where the original proposals were decided by the schools adjudicator (or School Organisation Committee), or if the schools adjudicator is required to decide any "related" proposals, in which case the LA **must** forward the proposals, and any comments and objections received, to the schools adjudicator within 2 weeks from the end of the representation period. If the LA are to decide proposals they **must** do so within 2 months from the end of the representation period and if not, **must** pass the proposals to the schools adjudicator within 1 week from the end of the 2 month period.

5.10 To approve the proposals the Decision Maker **must** be satisfied that implementation of the original proposals would be unreasonably difficult, or that circumstances have so altered since the original proposals were approved that their implementation would be inappropriate.

5.11 A copy of the decision **must** be forwarded to:

- the LA or governing body who published the proposals;
- the trustees of the school (if any);
- the Secretary of State (via the School Organisation & Competitions Unit, DCSF, Mowden Hall, Darlington DL3 9BG or by email to school.organisation@dcsf.gsi.gov.uk);
- where the school includes provision for 14-16 education or sixth form education, the LSC;
- the local CofE diocese;
- the bishop of the RC diocese.

5.12 The following bodies have a right of appeal to the schools adjudicator if they disagree with the LA's decision:

- The local Church of England diocese;
- The bishop of the local Roman Catholic diocese;
- The LSC where the school is to provide education for pupils aged 14 and over; and
- The governing body and trustees (if relevant) of the school.

STAGE 5 - IMPLEMENTATION

5.13 Appeals **must** be submitted to the LA within 4 weeks of the notification of the LA's decision. On receipt of an appeal the LA **must** then send the proposals and the representations (together with any comments made on these representations by the proposers) to the schools adjudicator within 1 week of the receipt of the appeal. The LA need to also send a copy of the minutes of the LA's meeting or other record of the decision and any relevant papers. Where the proposals are "related" to other proposals, all the "related" proposals **must** also be sent to the schools adjudicator.

Annex A

PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN FOUNDATION PROPOSALS: Information to be included in a complete proposal

NB. If the School Organisation Notice Builder tool is used to create a draft statutory notice, a template for the complete proposal is provided automatically by the Notice Builder when the draft statutory notice is finalised, alternatively the template can be found in "Standard Forms" in the Members' Area of the website or you can enter the information required in the expandable boxes below.

Extract of Part 1 of Schedule 3 and Part 1 of Schedule 5 to The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended):

In respect of a Governing Body Proposal: School and governing body's details

1. The name, address and category of the school for which the governing body are publishing the proposals.

In respect of an LEA Proposal: School and local education authority details

1. The name, address and category of the school .

Implementation and any proposed stages for implementation

2. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

Objections and comments

3. A statement explaining the procedure for making representations, including —

(a) the date prescribed in accordance with paragraph 29 of Schedule 3 (GB proposals)/Schedule 5 (LA proposals) of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), by which objections or comments should be sent to the local education authority; and

(b) the address of the authority to which objections or comments should be sent.

Alteration description

4. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

School capacity

5.—(1) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8 , 9 and 12-14 of Schedule 2 (GB proposals)/paragraphs 1-4, 7, 8, 18, 19 and 21 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), the proposals must also include —

(a) details of the current capacity of the school and, where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

(b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

(c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

(d) where the number of pupils in any relevant age group is lower than the indicated admission number for that relevant age group a statement to this effect and details of the indicated admission number in question.

(2) Where the alteration is an alteration falling within any of paragraphs 1, 2, 9, 12 and 13 of Schedule 2 (GB proposals) /paragraphs 1, 2, 8, 18 ands 19 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), a statement of the number of pupils at the school at the time of the publication of the proposals.

Implementation

6. Where the proposals relate to a foundation or voluntary controlled school a statement as to whether the proposals are to be implemented by the local education authority or by the governing body, and, if the proposals are to be implemented by both, a statement as to the extent to which they are to be implemented by each body.

Additional Site

7.—(1) A statement as to whether any new or additional site will be required if proposals are implemented and if so the location of the site if the school is to occupy a split site.

(2) Where proposals relate to a foundation or voluntary school a statement as to who will provide any additional site required, together with details of the tenure (freehold or leasehold) on which the site of the school will be held, and if the site is to be held on a lease, details of the proposed lease.

Changes in boarding arrangements

8.—(1) Where the proposals are for the introduction or removal of boarding provision, or the alteration of existing boarding provision such as is mentioned in paragraph 8 or 21 of Schedule 2 (GB proposals)/7 or 14 of Schedule 4 to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended) —

(a) the number of pupils for whom it is intended that boarding provision will be made if the proposals are approved;

(b) the arrangements for safeguarding the welfare of children at the school;

(c) the current number of pupils for whom boarding provision can be made and a description of the boarding provision; and

(d) except where the proposals are to introduce boarding provision, a description of the existing boarding provision.

(2) Where the proposals are for the removal of boarding provisions or an alteration to reduce boarding provision such as is mentioned in paragraph 8 or 21 of Schedule 2 (GB proposals)/7 or 14 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended) —

(a) the number of pupils for whom boarding provision will be removed if the proposals are approved; and

(b) a statement as to the use to which the former boarding accommodation will be put if the proposals are approved.

Transfer to new site

9. Where the proposals are to transfer a school to a new site the following information—

(a) the location of the proposed site (including details of whether the school is to occupy a single or split site), and including where appropriate the postal address;

(b) the distance between the proposed and current site;

(c) the reason for the choice of proposed site;

(d) the accessibility of the proposed site or sites;

(e) the proposed arrangements for transport of pupils to the school on its new site; and

(f) a statement about other sustainable transport alternatives where pupils are not using transport provided, and how car use in the school area will be discouraged.

Objectives

10. The objectives of the proposals.

Consultation

11. Evidence of the consultation before the proposals were published including—

(a) a list of persons who were consulted;

(b) minutes of all public consultation meetings;

(c) the views of the persons consulted;

(d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and

(e) copies of all consultation documents and a statement on how these documents were made available.

Project costs

12. A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

13. A copy of confirmation from the Secretary of State, local education authority and the Learning and Skills Council for England (as the case may be) that funds will be made available (including costs to cover any necessary site purchase).

Age range

14. Where the proposals relate to a change in age range, the current age range for the school.

Early years provision

15. Where the proposals are to alter the lower age limit of a mainstream school so that it provides for pupils aged between 2 and 5—

(a) details of the early years provision, including the number of full-time and part-time pupils, the number and length of sessions in each week, and the services for disabled children that will be offered;

(b) how the school will integrate the early years provision with childcare services and how the proposals are consistent with the integration of early years provision for childcare;

(c) evidence of parental demand for additional provision of early years provision;

(d) assessment of capacity, quality and sustainability of provision in schools and in establishments other than schools who deliver the Early Years Foundation Stage within 3 miles of the school; and

(e) reasons why such schools and establishments who have spare capacity cannot make provision for any forecast increase in the number of such provision.

Changes to sixth form provision

16. (a) Where the proposals are to alter the upper age limit of the school so that the school provides sixth form education or additional sixth form education, a statement of how the proposals will—

(i) improve the educational or training achievements;

(ii) increase participation in education or training; and

(iii) expand the range of educational or training opportunities

for 16-19 year olds in the area;

(b) A statement as to how the new places will fit within the 16-19 organisation in an area;

(c) Evidence —

(i) of the local collaboration in drawing up the proposals; and

(ii) that the proposals are likely to lead to higher standards and better progression at the school;

(d) The proposed number of sixth form places to be provided.

17. Where the proposals are to alter the upper age limit of the school so that the school ceases to provide sixth form education, a statement of the effect on the supply of 16-19 places in the area.

Special educational needs

18. Where the proposals are to establish or change provision for special educational needs—

(a) a description of the proposed types of learning difficulties in respect of which education will be provided and, where provision for special educational needs already exists, the current type of provision;

(b) any additional specialist features will be provided;

(c) the proposed numbers of pupils for which the provision is to be made;

(d) details of how the provision will be funded;

(e) a statement as to whether the education will be provided for children with special educational needs who are not registered pupils at the school to which the proposals relate;

(f) a statement as to whether the expenses of the provision will be met from the school's delegated budget;

(g) the location of the provision if it is not to be established on the existing site of the school;

(h) where the provision will replace existing educational provision for children with special educational needs, a statement as to how the local education authority believes that the new provision is likely to lead to improvement in the standard, quality and range of the educational provision for such children; and

(i) the number of places reserved for children with special educational needs, and where this number is to change, the proposed number of such places.

19. Where the proposals are to discontinue provision for special educational needs—

(a) details of alternative provision for pupils for whom the provision is currently made;

(b) details of the number of pupils for whom provision is made that is recognised by the local education authority as reserved for children with special educational needs during each of the 4 school years preceding the current school year;

(c) details of provision made outside the area of the local education authority for pupils whose needs will not be able to be met in the area of the authority as a result of the discontinuance of the provision; and

(d) a statement as to how the proposer believes that the proposals are likely to lead to improvement in the standard, quality and range of the educational provision for such children.

20. Where the proposals will lead to alternative provision for children with special educational needs, as a result of the establishment, alteration or discontinuance of existing provision, the specific educational benefits that will flow from the proposals in terms of—

(a) improved access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the local education authority's Accessibility Strategy;

(b) improved access to specialist staff, both educational and other professionals, including any external support and outreach services;

(c) improved access to suitable accommodation; and

(d) improved supply of suitable places.

Sex of pupils

21. Where the proposals are to make an alteration to provide that a school which was an establishment which admitted pupils of one sex only becomes an establishment which admits pupils of both sexes—

(a) details of the likely effect which the alteration will have on the balance of the provision of single-sex education in the area;

(b) evidence of local demand for single-sex education; and

(c) details of any transitional period which the body making the proposals wishes specified in a transitional exemption order (within the meaning of section 27 of the Sex Discrimination Act 1975).

22. Where the proposals are to make an alteration to a school to provide that a school which was an establishment which admitted pupils of both sexes becomes an establishment which admits pupils of one sex only—

(a) details of the likely effect which the alteration will have on the balance of the provision of single-sex education in the area; and

(b) evidence of local demand for single-sex education.

Extended services

23. If the proposed alterations affect the provision of the school's extended services, details of the current extended services the school is offering and details of any proposed change as a result of the alterations.

Need or demand for additional places

24. If the proposals involve adding places—

(a) a statement and supporting evidence of the need or demand for the particular places in the area;

(b) where the school has a religious character, a statement and supporting evidence of the demand in the area for education in accordance with the tenets of the religion or religious denomination;

(c) where the school adheres to a particular philosophy, evidence of the demand for education in accordance with the philosophy in question and any associated change to the admission arrangements for the school.

25. If the proposals involve removing places—

(a) a statement and supporting evidence of the reasons for the removal, including an assessment of the impact on parental choice; and

(b) a statement on the local capacity to accommodate displaced pupils.

Expansion of successful and popular schools

25A. (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within:

(a) (for proposals published by the governing body) paragraph 1 of Part 1 to Schedule 2 or paragraph 12 of Part 2 to Schedule 2;

(b) (for proposals published by the LA) paragraph 1 of Part 1 to Schedule 4 or 18 of Part 4 to Schedule 4

of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended).

ANNEX B

Proposals to enlarge the school - determining whether statutory proposals are required

Text from Prescribed Alteration Regs, including proposed amendments (in bold):

Enlargement to premises

1. —(1) An enlargement of the premises of the school which would increase the capacity of the school by—

(a) more than 30 pupils; and

(b) by 25% or 200 pupils (whichever is the lesser).

(2) Subject to sub-paragraph (3) in this paragraph—

"an enlargement" of the premises of a school includes—
(a) the proposed enlargement; and

(b) any enlargements made in the 5 years preceding the date when the new enlargement will be made, excluding any temporary enlargements where it is anticipated the enlargement will be in place for less than 3 years; and

(c) the making permanent of any temporary enlargement.

(3) Where there have been any enlargements for which proposals have been published and approved under section 28 of SSFA 1998 or section 19 of the Act ("approved proposal"), **in the five years preceding the date when the new enlargement will be made, an enlargement only includes those made after the latest approved proposals.**

ANNEX B

Answer each question in turn, except where directed to a later question (i.e. according to answer given).

If no physical enlargement of the premises is being undertaken, go straight to Question 5 below.

1. Does the school expect to revert to its existing physical capacity within three years ie. is this a Temporary Increase?

If Yes **go to 7** **If** No **go to 2**

2. For the purposes of answering questions 3 & 4, look back to the most recent of the following (ignoring any Temporary Increases):

a) the date up to 5 years prior to the date the current enlargement is proposed to be implemented OR

b) the date when the school opened OR

c) the date when any previous statutory proposal to enlarge the premises of the school was implemented.

Using the net capacity figures at either a, b or c (whichever is the most recent event and ignoring any Temporary Increases), **Go to 3**

3. Will the capacity of the school be increased by 30 or more pupils?

If Yes **go to 4** **If** No **go to 5**

4. Will the capacity be increased by 25% or at least 200 pupils (whichever is the lesser)?

If Yes **go to 6** **If** No **go to 5**

5. Will the school's admission number be increased?

If Yes **go to the School Admissions Code**
http://www.dcsf.gov.uk/sacode/downloads/SchoolAdmissionsCodeWEB060309.pdf
If No **go to 7**

6. Prescribed alteration proposals **must be** published for **an enlargement** to the premises of the school.

IF THE PROPOSAL ALSO REQUIRES AN INCREASE TO THE PUPIL ADMISSION NUMBER (PAN), RETURN TO QUESTION 5.

IF NOT. END.

7. Prescribed alteration proposals do **not** need to be published for **an enlargement** to the premises of the school.

IF THE PROPOSAL ALSO REQUIRES AN INCREASE TO THE PUPIL ADMISSION NUMBER (PAN), RETURN TO QUESTION 5.

IF NOT. END.

Agenda Item 16

Haringey Council

Report for:	Cabinet 20th March 2012	**Item Number:**	

Title:	Equal Opportunities Policy and Corporate Equality Objectives

Report Authorised by:	Stuart Young, Assistant Chief Executive

Lead Officer:	Eve Pelekanos, Head of Strategy & Business Intelligence

Ward(s) affected: All	**Report for Key Decisions:**

1. Describe the issue under consideration

1.1 We have updated our Equal Opportunities Policy to bring it in line with the Equality Act 2010. A set of equality objectives form the delivery plan of the Policy which are to be agreed every four years in consultation with local people. The key objectives will be based around addressing any inequality in the:

- Provision of services (across employment, housing, education, health & crime)
- Employment of staff
- Procurement and commissioning processes

1.2 We have a duty to publish the objectives by 6th April 2012.

2. Cabinet Member introduction

2.1 I am pleased to introduce this updated and revised version of our Equal Opportunities Policy and corporate equality objectives which reflect the changes in the legislation set out in the Equality Act. The policy and corporate equality objectives support the Council's vision as set out in the Rethinking Haringey: One Borough, One Future paper of '*One Borough, One Future: Reducing inequalities – ambition for the better society.*'

2.2 The paper, published in January 2011, sets out our commitment to promoting equality, tackling disadvantage and improving the life chances of residents, especially those who are the most vulnerable.

3. Recommendations

3.1 Cabinet is asked to consider and agree the updated Equal Opportunities Policy and set of equality objectives.

4. Other options considered

4.1 Many potential equality objectives were considered for inclusion in the delivery plan. These included addressing inequality in employment, housing, education, health, crime, procurement, fair access to existing community assets and ensuring a balanced workforce. A summary of the consultation report is attached as Appendix C, which provides an overview of the options considered (in which Section D outlines the changes made following the consultation). A full consultation report is available at www.haringey.gov.uk/equaloppspolicy. Copies of this report will also be made available at the meeting.

4.2 A set of eight equality objectives have been identified which reflect local circumstances, as stipulated in the Equality Act 2010 (Specific Duties) Regulations 2011. They have been based on consideration of the consultation feedback and analysis of relevant data (through needs assessments, performance reports, national and regional governmental reports) and Equality Impact Assessments. They have also been identified with due regard to the general duty, contained within the Act, which requires councils to consider provision of services, the employment of staff and procurement and commissioning process. The eight objectives will form the basis of our delivery plan for 2012/13.

4.3 Consultation with residents, voluntary and community groups, and council staff showed a broad level of support for the areas being addressed by the Equality Objectives. A wide range of issues were raised in the consultation, however there was limited consensus around any particular new objectives that should be included in the delivery plan (a summary of the consultation responses is attached as Appendix C). Suggestions were considered alongside the relevant data which resulted in new objectives around young people experiencing crime and the employment of staff being included. All other suggestions will be sent to service leads for them to consider as part of their business planning process and to inform the development of key strategies. Consultation feedback will also be discussed at the Corporate Equalities Board.

4.4 The equality objectives will be monitored through a SMART delivery plan. This will be revised on an annual basis in order to reflect changing circumstances and to update the objectives in light of progress made. Areas of inequality not included in the equalities objectives at this time will be considered for inclusion in later years i.e. 2013/14 onwards. Where council strategies are currently being revised it was not possible to consider them for the current delivery plan. Any key areas of inequality identified by these strategies will also be considered for inclusion in later years.

4.5 The Council has many initiatives in place aimed at tackling inequality across different issues. It is not possible to include all of them as objectives for this delivery plan. The fact that many have not been included does not mean that the issues have been ignored; they are being taken forward within our existing service delivery plans.

5. Background information

5.1 The Equality Act 2010 brings together the provisions of previous equal rights legislation into a single legal framework and creates a single Equality Duty.

5.2 The new public sector equality duty has two elements:

- Section 149 general duty
- Specific duties

5.3 *Section 149: General duty* is a duty on public authorities and others carrying out public functions. Its purpose is to ensure that public authorities such as the Council consider the needs of all individuals in their day-to-day work in all their activities – in developing policy, in delivering services and in relation to their employees. This came into force on 5th April 2011 and requires public authorities to "have due regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.4 Under the *specific duties* the Council is required to:

- Publish annually, equality data relating to the workforce.
- Publish annually, performance data on how effectively the Council is achieving the aims of the S149 duty i.e. to eliminate discrimination, harassment and victimisation; advance equality of opportunity and foster good relations.

From 6 April 2012, and every four years thereafter, the Council must also publish "one or more equality objectives" that are specific, measurable and are related to the general duty. A description of the legal and policy framework for the Equality Act 2010 is available on the council website: www.haringey.gov.uk/equaloppspolicy.

5.5 The Equal Opportunities Policy sets out the Council's commitment to promoting equality of opportunity for everyone in Haringey. It describes how we will endeavour to meet the requirements of the Equality Act 2010 and deliver our Public Sector Equality Duty. An executive summary of the Policy is provided in Appendix A together with the delivery plan (Appendix B). A full version of the Policy together with information about the local context and the equalities monitoring form are available at: www.haringey.gov.uk/equaloppspolicy. Copies of this report will also be made available at the meeting.

5.6 In developing this strategy we have carried out a three month consultation with residents, staff and stakeholders during November 2011 and January 2012. Members were also consulted. In addition to the Policy staff were also consulted

on the Equal Opportunities staff handbook which details their rights and responsibilities.

5.7 Eight equality objectives have been identified (described in paragraph 4.2) to form the basis of our delivery plan and are outlined in Appendix B. We have a duty to publish these objectives by 6th April 2012. The objectives align with the Equality Act and the aims of the Policy in addressing any inequality in the the following areas:

- Provision of services (across employment, housing, education, health & crime)
- Employment of staff
- Procurement and commissioning processes

5.8 We are required to produce a new delivery plan every four years, following consultation with local people. In addition to this we will also review the delivery plan annually and update the objectives to reflect new and emerging issues. We will publish an annual report on our performance and invite the public to comment on how well we are doing.

5.9 The Policy and delivery plan, together with an easy words and pictures version, will be uploaded to our web page at the end of March 2012. The Equal Opportunities staff handbook is also being updated and will be published at that time.

6. Comments of the Chief Finance Officer and financial implications

6.1 The report author has confirmed that, where we are required to publish data or policies such as the Policy and delivery plan and the revised council staff handbook, these are largely expected to be done online so attracting no or minimal cost.

6.2 There are no further financial implications to highlight.

7. Head of Legal Services and legal implications

7.1 The Head of Legal Services has been consulted on this report. There is no requirement under the Equality Act 2010 for the Council to have an Equal Opportunities Policy. However having such a policy will assist the Council in meeting its equality duties.

7.2 Section 149(1) of the Equality Act 2010 states that a public authority must, in the exercise of its functions, have due regard to the need to -

a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act
b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.3 In relation to 7.2(b) above this involves having due regard in particular to the need to

a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

7.4 In relation to 7.2(c) above this involves having particular regard to the need to
a) tackle prejudice and
b) promote understanding

7.5 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In relation to marriage and civil partnerships the element of the general duty to have due regard to the need to eliminate discrimination only applies.

7.6 Functions include all powers and duties which in turn include decisions about policies and procedures, budgetary decisions, appointments, allocating resources, regulation and service provision among others. Due regard means that authorities should give due weight to the need to promote equality in proportion to its relevance in the circumstances under consideration.

7.7 The Council is required under regulation 2(1) of The Equality Act 2010 (Specific Duties) Regulations 2011 to publish information to demonstrate its compliance with the duty imposed by section 149(1) of the Act. Under regulation 2(4) the information published in compliance with regulation 2(1) must include, in particular information relating to persons who share a relevant protected characteristic who are
a) its employees
b) other persons affected by its policies and practices

7.8 The Equality and Human Rights Commission has published *Equality information and the equality duty: A guide for public authorities*. The guide states that 'although there is no explicit legal requirement to collect and use equality information across the protected characteristics, in order to have due regard to the aims of the general duty (as set out at 7.2(a) to (c) above) public authorities must understand the impact of their policies and practices on people with protected characteristics.'

7.9 The guide also states that 'where response rates to questionnaires (or surveys for staff or service users) are routinely low, being clearer about why you are collecting the information, how you intend to use it, and how it is helping improve your performance may improve return rates. It is important that you do not say, or imply, that monitoring questions are compulsory.'

7.10 In addition under regulation 3(1) the Council must prepare and publish one or more objectives it thinks it should achieve to do any of the things mentioned at 7.2 (a) to (c) above. Further the objectives must be published (a) not later than 6th April 2012; and (b) subsequently at intervals of not greater than four years beginning with the date of last publication. In terms of the manner of publication under regulation 4(1) this is to be done in such a manner that the information is

accessible to the public and under regulation 4(2) the Council may comply with a duty to publish information by publishing it within another published document.

7.11 The Equality and Human Rights Commission has published 'Objectives and the equality duty: A guide for public authorities.' The guide states that objectives should be SMART that is specific, measurable, achievable, realistic and time-bound and should be based on robust evidence of need. It also states that it would be helpful to demonstrate how the proposed objectives relate to the Council's published equality information. Consideration should also be given, when setting objectives, as to what extent a function or policy affects discrimination, equality of opportunity and good relations and the extent of any disadvantage that needs to be addressed. The guide also refers to engagement that is consultation, with members of the public, voluntary organisations, staff networks and trade unions in order to help in identifying priority areas for setting objectives.

7.12 In terms of consultation it must be undertaken when proposals are still at a formative stage. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response, adequate time must be given for this purpose and the product of the consultation must be conscientiously taken into account when the ultimate decision is taken. The details and results of the consultation are set out in Appendix C to the report.

7.13 Further due consideration must be given to the authority's public sector equality duties (set out above) before a final decision is reached taking into account what is set out in the equalities section of the report below at paragraph 8.1 and the equality impact assessment which is attached at Appendix D.

8. Equalities and Community Cohesion Comments

8.1 An Equality Impact Assessment (EqIA) has been undertaken. The purpose of the EqIA was to determine how the Council meets the general duty to support the delivery of the Policy, by focusing on one of the specific duties which is to *"set and publish equality objectives that are evidenced based and are specific, relevant and above all measurable".*

8.2 The setting of equality objectives should ensure that we advance equality of opportunity, which services are delivered in a non-discriminatory way, and access to services is tailored appropriately for the protected characteristics.

8.3 The EqIA found that the proposed corporate equality objectives are likely to reduce the barriers for protected groups in relation to the areas covered: employment, housing, crime, education, health, employment of staff and procurement and commissioning. A summary of the rationale and performance measures relating to each objective is given in Appendix B. Actions to achieve the objectives are included in our key strategies and business plans.

8.4 Appendix D summarises the EqIA; it includes the issues raised and action to address them which are **not** covered by the proposed objectives and which are likely to produce no change or to increase barriers for protected groups. The issues include:

- **Data collection and Analysis** – further data is needed to monitor the impact of some of the objectives on the protected groups
- **The need to update/ review the equality objectives** for 2013/14
- **Provision of services** – actions have been identified in relation to health (teenage pregnancy and smoking), crime (domestic and gender based violence) and employment (monitoring women's employment)

9. Head of Procurement Comments

9.1 N/A

10. Policy Implication

10.1 The Equal Opportunities Policy underpins all the Council's activities in relation to our equality duties. It is therefore necessary to update the current Equal Opportunities Policy to reflect the changes in equalities legislation.

11. Use of Appendices

- Appendix A: Equal Opportunities Policy Executive Summary
- Appendix B: Delivery Plan - Equality Objectives 2012-16
- Appendix C: Consultation Feedback report summary
- Appendix D: Summary Equalities Impact Assessment

12. Local Government (Access to Information) Act 1985

12.1 N/A

Appendix A

Equal Opportunities Policy Summary

The Policy sets out the Council's commitment to promoting equality of opportunity for everyone in Haringey. It describes how we will endeavour to meet the requirements of the Equality Act 2010 and deliver our Public Sector Equality Duty to:

- eliminate discrimination
- advance equality of opportunity between different groups
- foster good relations between groups in Haringey

The Policy covers:

- Haringey residents
- visitors to Haringey
- council staff
- anyone who uses council services

There are nine equalities groups that are covered by the Policy. These are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy/maternity
- Race
- Religion or belief
- Sex (formerly gender)
- Sexual orientation

The aim of this Policy is to create: ***'A council which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve'.***

This will be achieved by promoting and demonstrating fairness and equality of opportunity in:

1. **Provision of services** - this means

   - Fair **access** to services
   - Fair **treatment** while accessing and receiving services
   - Equal **quality** of service offered
   - Fair **outcomes** for all service users.

2. **Employment of staff** - this means

   - Fair **access** to jobs
   - Fair **treatment** in employment
   - Fair **access** to training and development opportunities

- The **right** of every employee:

  - Not to be discriminated against, harassed, victimised or bullied;
  - To make a complaint when they feel they have been unfairly treated, harassed or bullied and to have their complaints acted upon.
  - To challenge and bring discriminatory acts and behaviour to the attention of an appropriate person for action
  - To be respected and valued for who they are and for what they contribute
  - Not to discriminate, harass, victimize or bully another employee; to respect other employees and value them for who they are and for what they contribute to the work of the Council.

3. **Procurement and commissioning**, through procurement and commissioning systems and processes that are:

   - Fair
   - Accessible to all
   - Transparent
   - Consistent with our public sector equality duty

4. **Achieving progress against clear and specific equality objectives and related targets**

The Council will work towards the aims of this Policy through delivery of a set of equality objectives agreed every four years in consultation with local people. The key objectives will be based around addressing any inequality in the:

- Provision of services (across employment, housing, education, health & crime)
- Employment of staff
- procurement and commissioning processes

Appendix B

Corporate Equality Objectives 2012-16

The proposed eight equality objectives are taken from our key strategies[1], have been identified to reflect local circumstances, as stipulated in the Equality Act 2010 (Specific Duties) Regulations 2011. They have been based on consideration of the consultation feedback and analysis of relevant data (through needs assessments, performance reports, national and regional governmental reports) and Equality Impact Assessments.

The objectives have also been identified with due regard to the general duty, contained within the Act, which requires councils to consider provision of services, the employment of staff and procurement and commissioning process. The eight objectives will form the basis of our delivery plan for 2012/13.

Consultation with residents, voluntary and community groups, and council staff carried out during November 2011-January 2012 showed a broad level of support for the areas being addressed by the Equality Objectives. A summary of the consultation report can be found in Appendix C, which provides an overview of the options considered. A full consultation report is available at www.haringey.gov.uk/equaloppspolicy.

Actions to deliver the objectives are included in our key strategies. We will set targets based on relevant performance measures which will be monitored at the Council's Corporate Equality Board and included in the Council's performance reports.

We will review the delivery plan annually and update the objectives to reflect new and emerging issues. We will publish an annual report on our performance and invite the public to comment on how well we are doing.

[1] Detailed evidence to support the objectives can be found in the Haringey Borough Profile.

Provision of services		
Equality objective	**Rationale**	**Performance measures**
1. To develop work and skills programmes to help Black and minority ethnic (BME) communities, young people and disabled people find work	Haringey has some of the most deprived areas in the country. The majority of these are in the east of the borough, which is populated predominantly by Black and minority ethnic communities and characterised by among other things: • higher than average levels of unemployment • lower levels of skills and qualifications • lower than borough average rate of self-employment At 9.7%, the Job Seekers Allowance claim rate for young people aged 18 – 24 in Haringey is higher than for any other age group and higher than the London and national averages at 6.4% and 6.8% respectively The employment rate for disabled people locally is 29.4% compared to 60.5% for the general population aged 16-64. Reducing the Employment Support Allowance and Incapacity Benefit is an important Council target in line with the government's Welfare to Work agenda	JSA Claimant rates by gender, ethnicity and ward Young people Not in Education, Employment or Training (NEETs) by ward, ethnicity and vulnerable group (including disabled people and young people)
2. To ensure that our housing allocation processes do not negatively impact on any of the protected groups	Haringey introduced a revised housing allocations policy in 2010-11 and this objective will consider allocation of properties across the protected groups with a focus on addressing homelessness. This is key already because: • Almost 50% of people in priority housing need are lone female parents • 40% of people in priority housing need are young people aged 16-24 • 34% of people in priority housing needs are Black or Black British – three times their size in the local population	The number of female lone parent applicant households accommodated by the authority as at 31 March 2012 (source: P1e section E6a) The number of applicant households aged 16-24 in priority need accepted (source: P1e section E1b) The proportion of Black or Black British (including African, Caribbean or any other black background) applicant households for which decisions were taken. (source: P1e section E1)

Provision of services		
Equality objective	**Rationale**	**Performance measures**
3. To narrow the gap amongst the following under-performing groups **- African, Caribbean, Turkish and Kurdish pupils** **- Children eligible for Free School Meals** **- Boys** **- Looked After Children**	The following groups under-perform in schools at all key stages • African, Caribbean, Turkish and Kurdish pupils • Children eligible for Free School Meals • Boys • Looked After Children (LAC)	The percentage of EYFS children eligible for FSM/ African, Caribbean, Turkish and Kurdish pupils/Boys/LAC who achieve a good level of development Key Stage 2 (Age 11) results for pupils eligible for FSM/ African, Caribbean, Turkish and Kurdish pupils/Boys/LAC (% attaining level 4+ in both English and maths) The percentage of pupils eligible for FSM/African, Caribbean, Turkish and Kurdish pupils/Boys/LAC attaining 5+ A* - C grades (including English and maths) at GCSE
4. To improve early maternity services booking rate, particularly for pregnant African women	Black African women book later than the recommended 12 weeks of completed pregnancy for maternity care	Maternity access at 12 weeks (source: NHS North Central London)
5. To reduce the gap in male life expectancy between the east and the west of the borough	In Haringey as a whole, male life expectancy is on average 6.8 years shorter than female. Male life expectancy is also, on average, nearly 9 years shorter in the east than in the west of the borough. Known contributors to early death include: • smoking • low physical activity • alcohol misuse • cardiovascular disease cancer	Male mortality rate <75 cardiovascular disease (CVD) mortality rate <75 cancer mortality rate 4 week smoking quitters
6. To further support young people who are victims of crime	People aged 17 - 20 are more likely than others to be victims of crime especially as a percentage of the local population	To be confirmed.

Employment of staff		
Equality objective	Rationale	Performance measures
7.To produce and publish a headcount profile of the Council's workforce covering equalities protected characteristics*, analysing and evaluating these and taking appropriate corrective action	The Council's aim in employment is to ensure equality of opportunity in all aspects of the employment cycle. Further work is required across all employment practices to comply with the Equality Act 2010. This work will be detailed in the action plan of this EqIA, and monitored through the Equality Board Work Programme.	A workforce that represents Haringey's communities

*where data is available

Procurement and commissioning		
Equality objective	Rationale	Performance measures
8. To promote the Equal Opportunity Policy through procurement and commissioning	The Council's Voluntary Sector Strategy 2011-2016 recognises that it needs to do more to ensure equality of access to as many voluntary organisations as possible. In 2010/11 only 250 of the 1600, representing 16% of the 1600 groups in the borough, accessed Council funding. Equality training was identified in the EqIA as key to ensuring an equitable delivery of the Voluntary Sector Strategy 2011 – 2016.	• Voluntary Sector Investment Fund implemented to provide fairer access to voluntary organisations and community groups • Equality training guide in place • Supplier charter that includes equalities goals implemented • Procurement/ commissioning opportunities advertised widely

Appendix C

Equal Opportunities Policy Consultation Nov 2011-Jan 2012
Summary Report

A full report detailing the Council's response to the consultation feedback, which includes all of the consultation responses and a council response, is available at www.haringey.gov.uk/equaloppspolicy.

a) Consultation Process

This consultation concerned two areas of Haringey's Equal Opportunities Policy. The first part of the consultation looked at the Equal Opportunities Policy and related equalities objectives. We received responses from the Haringey Disability First Consortium, Haringey Women's Forum, Wise Thoughts, Stonewall Housing, Haringey Forum for Older People and Irish Traveller Movement Britain. A consultation session with community and voluntary sector groups was also attended by Haringey Race Equality Council, Haringey's Women's Forum, and Haringey Community & Police Consultative Group. The second part of the consultation looked at the Equal Opportunities Staff Handbook.

Our questionnaire had a total of 22 responses, with 10 from residents, one on behalf of a business organisation, four on behalf of a community group/organisation, and seven Council employees. Two staff events to discuss the Equal Opportunities Staff Handbook were attended by 29 members of staff (17 staff, 12 managers).

b) Summary of Responses

General suggestions and comments regarding the policy were:

- Community groups would like to work more with the Council in this area
- Some wanted more tangible outcomes and targets from the policy, some also felt that measuring and publicising the outcomes of EqIAs could be improved.
- There was concern over the move away from the social model of disability in the policy
- We should continue to collect staff data on sexual orientation and religion – set an example
- The importance of staff training was raised and its impact on improving access to services emphasised.

c) Overview of public responses

In general, comments about the policy were the objectives were positive and constructive. Of the online questionnaire more people supported each objective than not. We received numerous comments and suggestions for each equality objective, but with little or no consensus around the addition of any new objectives.

d) Summary of changes

A brief summary of some of the issues raised and changes made to the proposed equality objectives as a result of the consultation is given below.

Equality Objectives	Response
Housing	• The three draft objectives have been merged to form a single broad objective which will consider allocation of properties across the protected groups, with a focus on addressing homelessness. • Other suggested objectives from respondents included supporting people with mental health issues; addressing affordable housing and supporting disabled people in independent living. Their absence from the set of objectives does not mean these issues have been ignored. They have been included in the Homelessness strategy delivery plan.
Environment	• Environment objectives have not been included in the final list of objectives as actions around these objectives fall under the Greenest Borough Strategy which will be reviewed towards the end of the calendar year. We will consider any potential equality objectives for environment when we review the objectives next year. • Other suggested objectives from respondents included ensuring public spaces are safe and accessible. Their absence from the set of objectives does not mean these issues have been ignored as many actions in these areas are already underway, for example through the Local Implementation Plan. Suggestions have been passed to service heads for consideration as part of future service planning.
Health	• Improving early maternity services booking rates for pregnant African women and increasing male life expectancy in the east of the borough will be included as equalities objectives. We did not take forward the objective to improve early maternity services bookings for pregnant women under 20. This is because data has highlighted that targeting low booking rates for African women will have a greater impact on reducing the infant mortality rate. We will review whether to include this as an equality objective for next year following analysis of the latest data. • In addition mental health and teenage pregnancy were highlighted as issues in the consultation. While these will not be taken forward as equalities objectives this year, they are both included as priorities in the Health and Wellbeing Strategy and progress will be monitored through that strategy. We will review whether to include them as equality objectives for next year.
Education	• As the three draft objectives are integrally linked, they have been merged to form a single objective. • Other suggested objectives from respondents included tackling sexualised and homophobic bullying; supporting children with specific learning disabilities and supporting gifted and talented children from low income backgrounds to attain places in elite universities. These issues are being taken forward within existing service delivery plans.
Crime	• This objective has been amended to focus on young people. This is due to analysis of available data. • Sexual violence has been removed as a needs assessment of levels of domestic and gender based violence is under way, due for completion by the beginning of April 2012. The needs assessment will help us to identify specific issues where further action is required. We will consider whether to include this as an equality objective for next year when we review the objectives.

Equality Objectives	Response
	• Many of the suggestions made by respondents have been identified as strategic priorities in the Community Safety Strategy and will be included in the delivery plan which is currently being updated.
Unemployment	• The three draft objectives have been merged to form a single objective. The wording of the objective has now been amended to specifically mention BME, young people and disabled people and this partly reflects the feedback received on this issue. • Other suggested objectives from respondents included support for disabled people in the workplace. Disabled people have historically been and will remain a focus of Council run employment programmes. All Council contractors delivering employment support services are required to ensure that 10% of the people they work with are disabled. The Council's staff handbook mentions that the Council will ensure accessible workplaces for disabled employees, making reasonable adjustments to facilitate disabled people.
Voluntary Sector	• This objective has been removed as the Council is undertaking a review of its community building portfolio aimed at better supporting a vibrant voluntary sector. This will also involve the review of access to other council premises within schools, housing, parks and leisure, alongside a wider audit of premises across the borough. The Council notes the comments from the consultation and suggested equality objectives. This feedback is welcomed, and will be taken into account as part of the review. • Action regarding the voluntary sector will also be taken forward through our procurement equality objective, below.
Employment of Staff	• An objective 'To produce and publish a headcount profile of the Council's workforce covering equalities protected characteristics, analysing and evaluating these and taking appropriate corrective action' (where data is available) was added following consultation with staff.
Procurement	• The actions included in the consultation will be taken forward under a new procurement objective "To promote the Equal Opportunity policy through procurement and commissioning" which will focus on putting in place a supplier charter, implementing the voluntary and community sector commissioning framework, and producing an equality training guide.

e) Overview of staff responses

- The guaranteed interview scheme for disabled applicants should continue
- Ensure transparency and consistency in the recruitment process
- Concern over generic job descriptions and applications for jobs arising through shared services
- Many staff felt they had not had sufficient equalities training, some managers felt that they would also benefit from a greater understanding of equalities issues to help them manage staff
- Cultural awareness and an understanding of diversity issues were seen as important, particularly in frontline areas. How are different groups affected by the cuts? Have soft skills i.e. community languages, been lost through staff reductions?
- Staff agreed that the rights in the handbook were comprehensive; many, but not all, were aware of them. Practical examples could illustrate how they affect staff
- Staff agreed that the council shouldn't collected data on sexuality and religion

- There is a need to consider how we apply equality policies to contractors as we increasingly become a commissioning body.

These issues are being taken forward by Human Resources through the staff handbook and business plans as appropriate.

Haringey Council
Appendix D

Equalities Impact Assessment
Summary Report

The EqIA shows that the proposed corporate equality objectives are likely to reduce the barriers for protected groups in relation to the areas covered: employment, housing, crime, education, health, employment of staff and procurement and commissioning. Actions to achieve the objectives are included in our key strategies and business plans. We will set targets based on relevant performance measures which will be monitored at the Council's Corporate Equality Board and included in the Council's performance reports.

Below is a summary of the issues raised in the EqIA which are **not** covered by the proposed objectives and which are likely to produce no change or to increase barriers for protected groups. Actions have been identified to address these issues.

Issue	Evidence of likely adverse impact	Action required	Lead service	Timescale
Data collection and analysis	BME, young people and single female households overrepresented in homelessness and on the housing register.	Monitor needs of people with mental health needs in relation to housing	Housing	To be confirmed
	Carry out a needs assessment of the Gypsy, Roma and Traveller (GRT) community covering housing, employment, education, health (including maternity care) issues etc	Carry out a needs assessment of the Gypsy, Roma and Traveller (GRT) community	Strategy and Business Intelligence	2012/13
	High level of drug misuse mainly among people in their 20s and BME people. 67% of drug users are unemployed	Monitor levels of drug misuse by people in their 20s from BME communities	Public Health	2012/13

Issue	Evidence of likely adverse impact	Action required	Lead service	Timescale
	The EqIA has identified a gap in the data regarding the educational achievement of children and young people with disabilities. In future the Schools Census will be used to identify children and young people with disabilities and monitor their attainment.	Monitor educational achievement of children and young people with disabilities	Children & Young People	2012/13
Update/ review of equality objectives	*Data shows that:*	*When the equality objectives are reviewed, consider inclusion of:*		2013/14
	There needs to be more analysis under the data for hate crime in order to identify harassment and incidents.	Hate crime (NB Included in Community Safety Strategy)	Community Safety	
	The under-18s pregnancy rate increased in 2010 (now the highest in England and Wales).	Teenage pregnancy (NB Included in Health & Wellbeing Strategy)	Public Health	
	A total of 43,000 children, 2,583 have mental health needs, set to increase to 2,650 by 2013. High levels of mental health illness in the east of the borough: 46% of schizophrenia admissions and 39% of bipolar are Black British. Need for in-service severe mental illness is 60% higher than England average but similar to London.	Mental health (NB Included in Health & Wellbeing Strategy)	Public Health	

Issue	Evidence of likely adverse impact	Action required	Lead service	Timescale
	More people in the west of the borough have dementia.			
Provision of services				
Health	See evidence above re: under-18s increased pregnancy rate in 2010	Work with schools to reduce levels of teenage pregnancy (In Health & Wellbeing Strategy)	Public Health	2012/13
	Men in the east of Haringey die nine years younger than men in the west. Turkish, Bangladeshi and Irish men are heavy smokers, impacting on life expectancy.	Include Turkish, Bangladeshi and Irish men in the target groups for action on smoking (to be considered for inclusion Health & Wellbeing Strategy)	Public Health	To be confirmed
Crime	Almost half of the crime is male on female. Violent and sexual crime types by men against women represent 56.2%, many of these incidents relate to domestic violence. Northumberland Park Seven Sisters and Noel Park have a rate greater than twice the Borough average.	Update Domestic and Gender based Violence action plan to address needs of people experiencing domestic and gender based violence	Strategy and Business Intelligence	2012/13
Employment	The female employment rate is 53.1% currently the lowest it has been since the data series began and is lower than the London and England.	Monitor impact of employment initiatives on women	Economic Regeneration	2012/13

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE
THURSDAY, 26 JANUARY 2012

Councillors Amin, Corrick, Rice and Stewart

Apologies Councillor Davies and Hare

Also Present: Marion Wheeler, Sylvia Chew, Iain Low, Alison Botham, Libby Blake

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CSPAPC 36	**APOLOGIES FOR ABSENCE** Apologies for absence were received from Cllr Davies and Cllr Hare.	
CSPAPC 37	**URGENT BUSINESS** There were no items of urgent business.	
CSPAPC 38	**DECLARATIONS OF INTEREST** There were no declarations of interest put forward.	
CSPAPC 39	**MINUTES** The minutes of the meeting held on the 03 November were agreed as a correct record of the meeting. The minutes of the Joint meeting with Corporate Parenting held on the 11 October were agreed as a correct record of the meeting.	
CSPAPC 40	**MATTERS ARISING** The matters arising report was tabled and noted.	
CSPAPC 41	**PERFORMANCE MANAGEMENT DATA - CHILDREN AND FAMILIES - DECEMBER 2011 DATA** The Committee considered a report with key safeguarding performance information collated at the end of December 2011. The Committee would begin to receive this safeguarding performance data at their meetings and their role was scrutinising and challenging the information given. Further information requests on the performance data could be responded to through the process of exception reporting.	

The Committee considered the performance relating to contacts, referrals and assessments and were advised that the Safeguarding Service were consistently monitoring re- referrals. The ideal percentage range was 10% but the service was slightly above this. Stability was a key priority for the service and tackling re-referral rates was part of this. In response to questions about the reasons for re-referrals the Committee learnt that there could be legitimate reasons for re – referrals i.e. changed family circumstances.

The Committee noted that the service was progressing well against a target of 70% for initial assessments for children in social care , to be carried out in 10 days. The service continued with their existing practice of not signing off initial assessments until the family was located and the required professionals spoken with. The Council seemed to be vindicated in this approach as Ofsted were also advocating quality of work around initial assessments instead of timescale. This was also in accordance with the Munro recommendations around quality instead of timescale.

The Committee highlighted the percentage of children subject to child protection plans in Haringey which was considerably higher than statistical neighbouring boroughs. The Committee noted that the rate of referrals to the Children's service was lower than statistical neighbours as the screening of referrals was to a high standard and this also indicated that professionals understood the thresholds of need. However of this lower number of referrals there was a higher percentage, than statistical neighbouring boroughs that were progressing to child protection plans.

The Committee asked about children on long term plans and were advised that there would need to be good evidence and reasoning behind allowing a child to remain on a plan for a long period . A good plan would have information on addressing issues and risks identified for the child and how they could be resolved . It was not appropriate to have a child, long term, on a child protection plan as he/she would be exposed to high levels of risk . Therefore either the issues would need to be addressed quite quickly or the child would need to be taken into care.

Members asked how Hackney, a statistical neighbour, were managing risks as they had a lower number of children subject to child protection plans and they would be working to the same legislation and pan London agreements for child protection as Haringey. It was pointed out that Hackney had a higher level of resources for their Children's service . This had allowed them, in the past, to work on their social work model , develop resources in the community for families to access and prevent children coming into care. The prevention model involved the service actively managing risks where as in Haringey due to its history on child protection it was less possible currently to do this . However, the Children's service in Haringey had begun working to the prevention

	model by configuring services around the child and having a family plan with wrap around services to meet their particular needs. There were family support workers to work along side Social Workers. Only knowing, with certainty that the wrap around family services worked, could the service move to tackling the management of risk. In considering how the service takes forward the prevention agenda , there was a need to take account of the movement of families to the borough. In the last month, nine children with plans had moved in to the borough. Also it was found that some children moving into the borough, did not have a plan, but following investigation of their circumstances became subject to plans. The Safeguarding service were already beginning to see a steady trickle of families into the borough as families moved in advance of the changes to housing benefit subsidy . Enfield Council had seen a increase in families moving into the borough from Greece and Italy due to the economic crisis in Europe and Haringey saw a similar migration of families from Nigeria due to political reasons There was a personal concern raised by the Chair about how the service monitors children from the Roma community as they can move around family homes in the borough or from borough to borough. Also older children were seen during the day outside of school. In response the Committee noted that currently the Safeguarding Service were mapping the homes where Gypsy Roma families lived and identifying the children that were living with the families. This exercise was important to do as sometimes the children from one family were staying at another family's home. The Safeguarding Service had an officer who was able to communicate in Bulgarian and was able to visit families to ensure that children were enrolled and going to school. The Roma community officer's role also involved helping Roma families access services and working with schools where children from the community were reported absent. The Safeguarding Service also tried to monitor the overall number of children from this community and checked if young people were going back home to Bulgaria to their families. This was because in some cases, young people would come over to England, separately to their parents, to stay with extended family. The Chair thanked officers for the informative report **RESOLVED** That the report be noted.	
CSPAPC 42	**CAF ACTION PLAN UPDATE** The Committee considered an update on the CAF Action Plan which was previously considered by the Committee in January 2011. The common assessment framework (CAF) was the assessment of children with a lower level of need than social care.	

	Since reporting the improvements to the CAF process last year, there had been: a review of the CAF panel arrangements, piloting of a new shorter CAF form for speech and language team referrals, no backlog of cases since May 2011, and better use of Framework I data to evaluate CAF activity. There was also more flexibility of panel working with decisions on some cases being made outside of the panel , for example, if there was a risk of exclusion from school. There was improved training delivered twice a term and these sessions included between 12-15 participants. They were health visitors, school teachers and staff, with midwives also attending. The CAF team now included an additional 2 members of staff, transferred from the children's social care team, who had previously worked on care proceedings . These additional staff had helped build the capacity of the team and speed up processes. The CAF team had, since the last report a year ago, moved from the Children and Families service and were working as family support workers screening assessments and working jointly on some cases with the Safeguarding team to prevent the need for children to come into care. Committee members asked about the one in five CAFs which resulted in the decision that the child /young person was not eligible for a service. It was reported that generally these unsuccessful applications often involved schools requesting the services of an Educational Psychologist. The CAF team had tracked and were aiding the schools where there was a perceived training need for the completion of CAFs .The service were also working closely with schools and other agencies to minimise the number of CAFs. This could be achieved by the schools being supported to meet the needs of children. Schools were being encouraged to share expertise gained from accessing services without the need for a CAF. The Committee noted that the majority of children, for which a CAF was completed, were aged between 5 and 10 year olds. Members noted that the service would only keep a track of the CAFs that were under the review of the CAF team . It was agreed to supply Cllr Amin, after the meeting, with: a breakdown of the ages of children that a CAF was completed for , an indication on the number of cases which returned to the CAF team for consideration and how long CAF cases remained open for. **RESOLVED** That the report be noted.	AB
CSPAPC 43	**UNANNOUNCED OFSTED INSPECTION REPORT** The Committee received a report back on the Ofsted unannounced visit of the contact, referral, and assessment arrangements on the 11th and 12th of October 2011. The inspection report was appended to the report	

	for member's consideration. The Inspection report had identified the areas of strength as being the work of the Multi Agency Hub, the work of the Roma community Partnership worker and the UK border agency specialist worker. The recruitment to these two posts conveyed the Council's ability to respond to the needs of vulnerable children and young people from these communities. The inspectors found no areas for priority action. Inspectors found that the service responded promptly to referrals, there were good quality of assessments and analysis. Other positive findings were the ability of the service to meet the diverse needs in the community, their work with disabled children, performance monitoring and robust audits undertaken by the service. The areas for improvement were: in the timing of supervision of Assistant Social Workers by qualified Social Workers when completing assessments, increasing the number of cases referred to CAFCASS, up to date record keeping and protocols and assessment tools for use when a young person is reporting domestic violence from a partner. The service had taken a note of the files which had been looked at and knew the Social Workers that needed additional support in the area of record keeping. There were also plans to complete a data cleansing exercise on framework I to ensure that any surplus files were not included on the system and ensure that there was an awareness of the timescale for files remaining on the system and when they needed to be updated and reviewed. The service were already ensuring that a qualified social worker will sign off an assessment before completion , even when the work is considered to be to a high standard, and considering further referrals to CAFCASS. The service had been working on developing protocols about raising awareness of domestic violence between young people and this work would be completed in February and could be reported to the committee at a future meeting. Overall the Council were pleased with the inspection findings. The service was already aware of the needed areas of improvement therefore there were no new areas of concern identified by the inspection. Under new inspection arrangements the findings of this inspection would contribute to the annual review. Currently the Safeguarding Service was judged as adequate with "good prospects" for improvement. The Committee commended officers for their continued efforts to drive forward improvements in the Safeguarding Services. **RESOLVED** That the report be noted.	
CSPAPC 44	**EXCLUSION OF THE PRESS AND PUBLIC**	

	The press and public were excluded from the meeting for consideration of the following item as it contained exempt information as defined in Section 100a of the local government Act 1972 (as amended by Section 12A of the local government act 1985) paras 1&2 namely information relating to any individual, and information likely to reveal the identity of an individual.	
CSPAPC 45	**PROGRESSION OF CASE REFERRALS CONSIDERED BY THE COMMITTEE IN JULY 2011** The Committee considered an update report on a sample of referrals to the Safeguarding Team in July, audited by the Independent Member of the Committee in September .The Independent Member had revisited the cases and checked on their progress in November . From the 37 families considered, thirteen cases had been closed by the end of August and a further nine cases were closed in November. The Committee considered a short update on each of the original 37 cases looked at. The Independent Member gave assurance to the Committee that, where Social Workers had seen evidence of risk to a child, they had been seen on the same day or 24 hours later. The Independent Member pointed to a case where there had been exemplary follow up work, engagement, and appropriate escalation by the assigned Social Worker. She had continued to monitor the young person's engagement with the Adolescent Team after referral. Due to the nature of the referral it would have been crucial to be to able to raise concerns if she did not attend appointments and the Social worker recognised this responsibility. There were nine cases where the children were assessed as being in need and where the Independent Member felt that isolation factors need to be considered. These were referred to the Head of Safeguarding and her responses to these cases set out in the attached report. There were a further 4 cases, concerning children, where the Independent Member felt there was evidence of "drift" .This was where either the cases could have been closed more promptly or taken forward more expeditiously and an update was provided on these 4 cases to the Committee. Generally, the Independent member reported that there was good evidence of analysis of cases and effective liaison work. The Committee was concerned about the number of cases being shown as open on the framework I system . As part of the national Children in Need census the data on open cases was extracted from the Framework I system and passed to central government on an annual basis to enable compilation of comparator data. The Committee were advised that this was not a true reflection on the actual number of cases as separate audits showed that most cases were closed promptly and not held open inappropriately. Also as a comparison, neighbouring boroughs Hackney and Waltham Forrest had chosen not to	

	supply this data. Officers explained that there was a lot of old data on the framework I system which needed to be removed or filed elsewhere. Once this was achieved processes and protocols on how long a case file were kept open and how frequently they were updated on the Framework I system would be put in place. Negotiations on timescales with Social Workers would be completed between April – June of this year. The committee felt that completion of actions were crucial as it was important for framework I to be depended upon as a reliable source of information. **RESOLVED** That the report be noted	

CSPAPC 46	**ANY NEW ITEMS OF EXEMPT URGENT BUSINESS** NONE	
CSPAPC 47	**ANY OTHER BUSINESS** The next joint meeting with the Corporate Parenting Committee was planned to take place on the 05 March 2012. The Committee were interested in taking forward the previous discussions on how the safeguarding services manages risks and officers pointed to an LSCB review named on the edge of care which could be considered to take forward this discussion. Although this was not planned for completion until the end of March. It was suggested that a later date of the Committee could be looked at to enable this report to be considered? A report on the Family Intervention project was also suggested.	AS AS

Cllr Reg Rice

Chair

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MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 31 JANUARY 2012

Councillors Brabazon, Hare, Peacock, Reece, Reith (Chair), Solomon and Stennett

Also Present: Libby Blake, Chris Chalmers, Debbie Haith, Lesley Kettle, Wendy Tomlinson, Cllr Weber (part)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CPAC136	**APOLOGIES FOR ABSENCE** Apologies for absence were received from Cllrs Allison and Watson. Cllrs Hare, Peacock and Weber (part) were in attendance.	
CPAC137	**MINUTES** The minutes of the meeting held on 6 December 2011 were agreed as an accurate record and signed by the Chair.	
CPAC138	**MATTERS ARISING** The Committee considered the matters arising report and received updates as appropriate: • North London Fostering Consortium update: joint working continued between the five boroughs of the consortium including assessing the impact and costs benefits of the new approach of sharing foster carers. Other profile raising initiatives were underway including hosting coffee morning information sessions and targeted work with the Lesbian Gay Bisexual Transgender (LGBT) community. • Outcomes analysis of fostering week activities: clarification would be sought from Cllr Allison on her outstanding query relating to the information provided. • NLSA procurement specialist: the recruited candidate would shortly be starting in post. A report on the category management costs element of this work would be scheduled for Committee consideration in due course. • Framework-i: the Committee noted the update provided on arrangements for staff at the two children's homes in the borough to have read only access to pertinent information on the system. • Disruption to Regulation 33 visit: further details were provided and noted by the Committee on the situation that had occurred during a Regulation 33 visit to one of the children's homes in October and had resulted in the visit being cut short.	**WT**
CPAC139	**PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES** The Committee received a streamlined, high level summary report	

	setting out performance information relating to Looked After Children (LAC). Key headlines included an increase in the percentage of social worker posts becoming permanently filled and the continued downwards trajectory in the number of LACs. The cost of service per LAC however remained high and above target. The new category manager post would play a key role in trying to manage these costs down and also to benchmark data with comparator authorities. Assurance was provided that the number of LAC who ceased to be looked having been looked after for less than a month remained under frequent review by senior managers. It was agreed that a report be provided to the next meeting providing further details on this cohort of young people including information such as age, reasons for becoming looked after etc. The Committee also requested a report back on the stability of LAC placements based on length of placement. **RESOLVED** • That the report be noted.	**DH** **DH**
CPAC140	**ADOPTION SERVICE IMPROVEMENT PLAN.** The Committee considered the adoption service improvement plan developed following an Ofsted inspection in July which had rated the service as satisfactory. As well as encompassing the actions identified by the inspectors, the plan was aspirational in setting out the improvements required for the service to transition to excellent classification. The improvement plans for both the fostering and the adoption services would become part of the wider strategic improvement plan being developed for the whole of the Children's Services directorate to reflect the shift to a whole service approach for LACs. It was agreed that the LAC element of the service improvement plan would be submitted to a future Committee meeting for consideration. Confirmation was provided that the performance of the adoption service and implementation of the action plan would continue to be reported to the Committee on a regular basis. The impact of national policy drivers in relation to adoption were discussed and it was requested that a summary be produced to provide a context to the planned future consideration of the Permanency Strategy by the Committee. The Committee queried the reference in the inspection report of the need to ensure staff recruitment procedures were more robust to ensure suitability to work with children and service users. It was explained that this had arisen from a one off incident where a minor step in the recruitment process for a staff member had unfortunately not been fully recorded.	**DH** **DH**

	RESOLVED • That the report be noted.	
CPAC141	**FOSTERING INSPECTION IMPROVEMENT PLAN** The Committee considered the fostering service improvement plan developed following an Ofsted inspection in August which had rated the service as satisfactory. The improvement plan aimed to transition the service to at least a good rating and would become part of the Children's Service strategic improvement plan. Clarification was provided that the action identified to prepare and implement a written procedure to be followed in the event of any allegation of abuse or neglect and for written records to be kept had already been completed and therefore that no additional action was required. **RESOLVED** • That the report be noted.	
CPAC142	**OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES** The Committee considered a report setting out options for the future of the borough's two main children's homes following a review of internal provision in light of ongoing concerns on value for money and the level of outcomes achieved for young people. A regular pattern of under-occupation had prevailed, despite expanding the remit of one of the homes, and had resulted in costs in excess of those seen in comparable units. A number of options had been considered for the future of the homes but the report to be submitted for Cabinet in February would seek in principle approval for the closure of both homes pending the results of an Equalities Impact Assessment and consultation with relevant persons. Both staff groups had been advised of the recommendation to close the homes and meetings had been scheduled with both groups of young people later in the week to discuss the options being considered, to provide reassurance on how any changes would be managed and the impact on individual future care plans. Barnados would be running an additional session with the young people to address any other issues arising. Meetings would also be scheduled with respective parents, schools, social workers and social work managers. Assurances were provided that should the homes be closed, sufficient alterative placement provision was available and which additionally provided more flexibility in ensuring the best placements were obtained according to individual need. The Committee received a tabled paper setting out the position of the individual children currently living at the two homes and the provisional future plans in place for them. Confirmation was provided that in line with their care plans and irrespective of whether the homes closed or not, by July none of the	

	current occupants were expected to still be in the homes. Assurances were also provided that any private children home placements used in the borough in the future would be required to have a good or outstanding rating. In response to a query, it was confirmed that the legal status of both sites had been checked and neither had restrictive covenants attached. It was requested that should the recommendation to close the homes be approved, that consideration be given to alternative uses for the sites as well as disposal, for example potential suitability for a mother and baby unit. The Committee asked for a future report on semi-supported housing options including pilots being run with Homes for Haringey and Community Housing. Following discussions, it was agreed that where possible the same Regulation 33 inspectors continue to undertake scheduled visits to the homes to provide assurances on continuity of care over any transition period. The Committee asked that their thanks be placed on record for the work of staff to progress this difficult piece of work. **RESOLVED** • That the report be noted.	**Chair to note** **WT** **WT to note** **DH to note**
CPAC143	**EXCLUSION OF THE PRESS AND PUBLIC**	
	The press and public were excluded from the meeting for consideration of items 11-14 as they contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): paras 1 & 2: namely information relating to any individual, and information likely to reveal the identity of an individual.	
CPAC144	**OPTIONS FOR THE FUTURE OF DIRECTLY PROVIDED CHILDREN'S HOMES** **RESOLVED** • That the names of the two children's homes referred to in item 9 be noted.	
CPAC145	**FOSTERING INSPECTION IMPROVEMENT PLAN** The Committee considered details of the *Change a life* foster campaign, part of the fostering service improvement plan, including the objectives, marketing activity plan and action taken to date to increase the number of registered and approved foster carers. It was confirmed that the impact of the campaign would be evaluated at the end of the year.	

	RESOLVED • That the report be noted.	
CPAC146	**REGULATION 33 VISITOR REPORTS** The Committee considered a summary report on the Regulation 33 visits undertaken at the two children's homes in the borough in November and December and subsequent recommendations arising. It was advised that changes were being made to the staff undertaking the visits, thereby requiring the running of a training session on 16 February. The Committee questioned the need for this training in light of the uncertainty around the future of the homes. Confirmation was provided that plans to install a new kitchen in one of the homes had been placed on hold pending a decision on their future. **RESOLVED** • That the report be noted.	**WT**
CPAC147	**ANY OTHER BUSINESS** The Chair advised she was unable to attend the proposed joint meeting with the Children's Safeguarding Policy and Practice Committee on 5 March and that consideration be given to rescheduling the date. A report would be taken to a future meeting on proposals from the Children in Care Council on future interaction with the Committee.	**Clerk** **DH**

Cllr Lorna Reith

Chair

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MINUTES OF THE CABINET PROCUREMENT COMMITTEE
THURSDAY, 23 FEBRUARY 2012

Councillors Bevan, Kober and Goldberg (Chair)

Apologies Councillor Reith

MINUTE NO.	SUBJECT/DECISION	ACTON BY
PROC37	**APOLOGIES FOR ABSENCE** Apologies for absence were received from Cllr Reith.	
PROC38	**MINUTES** **RESOLVED** That the minutes of the meeting held on 12 January 2012 be approved and signed.	
PROC39	**THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS** 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 (including the Authority holding that information). The Committee considered a report seeking approval for the procurement of the Council's property and liability insurance policies from 1 April 2012 to 31 March 2014 following the expiry of the existing contracts on 31 March 2012. The procurement process had been undertaken through the Insurance London Consortium at the lead of the LB Croydon as purchasing authority in order to achieve value for money and the most competitive rates. The Committee noted the additional clarification provided on the breakdown of the overall premium saving to be achieved on the current costs for 2011/12 across the two contract lots. **RESOLVED** • That approval be granted for the procurement of property and liability insurance policies via the Insurance London Consortium and for the award of contract for each of the insurance policies to the recommended providers, namely Zurich Municipal for both Lot 1 (property policy) and Lot 2 (liability policy), with the total costs for 2012/13 as specified in the exempt appendix to the report.	**Dir CR**

CLLR GOLDBERG

Chair

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Agenda Item 18

Haringey Council

Report for:	Cabinet 20 March 2012	Item number	

Title:	Delegated Decisions and Significant Actions

Report authorised by :	Assistant Chief Executive p.p Bernie Ryan

Lead Officer:	Xanthe Barker (Tel. 020 8489 2957)

Ward(s) affected: Not applicable	Report for Key/Non Key Decision: For information

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Other options considered

Not applicable

Haringey Council

5. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

6. Comments of the Chief Financial Officer and financial Implications

Where appropriate these are contained in the individual delegations.

7. Head of Legal Services and Legal Implications

Where appropriate these are contained in the individual delegations.

8. Equalities and Community Cohesion Comments

Where appropriate these are contained in the individual delegations.

9. Head of Procurement Comments

Where appropriate these are contained in the individual delegations.

10. Policy Implications

Where appropriate these are contained in the individual delegations.

11. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

12. Local Government (Access to Information) Act 1985

Background Papers

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

Delegated Decisions and Significant Action Forms

Haringey Council

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 Xanthe Barker on 020 8489 2957.

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions - Delegated Action 2011/12 – February 2012

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action

Type			Number
Request for waiver of CSO 8.02 under CSO 10.01.2 (a)	London Energy/Construction Projects, Stakeholder Communications Programme DCR 27.01.12	No cost involved - fully funded	1
Approval for award of contract under CSO 11.02	Treasury Management Advisory Service DCR 31.01.12	Extension for period of two months	1
Approval for extension of contract under CSO 10.02	Framework Agreement for the Provision of Security Guarding Services DCR 03.02.12		1
Approval for award of contract under CSO 9.07	EDRMS (Electronic Document and Records Management System) pilot for Homes for Haringey DCR 08.02.12	£17,750	1

Submission authorised by:

J. Parker 7/3/12

Julie Parker
Director of Corporate Resources

DIRECTOR OF ADULT AND HOUSING SERVICES

Significant decisions - Delegated Action – February 2012

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.		NIL	
2.			
3.			
4.			

Delegated Action

	Number
07.02.12: CSO 10.02.1a Housing Related Support	
14.02.12: CSO 8.02 under CSO 10.01 Haricare – purchase of additional module to existing system	
23.02.12: Supporting People contract – Hill Homes	
23.02.12 Supporting People contract – Apna Ghar	
23.02.12: Central and Cecil Housing Trust – Housing Related Support Contract	

Submission authorised by: _____

Mun Thong Phung - Director of Adult and Housing Services

Date: 2nd March 2012

DIRECTOR OF CYPS

Significant decisions - Delegated Action 2011/12 – February 2012

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			

Delegated Action

Type			Number
8.02.	Award of contract for Parenting Programme Training	£37, 725	1

Signed: Libby Blake

6/3/12

Libby Blake
Director, CYPS

DIRECTOR OF CYPS

Significant decisions - Delegated Action 2011/12 – January 2012

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	**11.1.12**	**Report relating to the conversion of Woodside High to Academy status**	Noted decision of Secretary of State and Woodside High to convert to Academy status to take effect from 1 December 2011
2.			

Delegated Action

Type			Number
7.	Award of contract for Pan London Fostering and Residential Care Services	NA	1
9.07	Ward of contact for Music Services Management Database	£6140	1
10.2	Extension to contracts for various contracts for disabled children / advocacy	Various	1

Signed: Libby Blake.

6/3/12.

Libby Blake
Director, CYPS

Agenda Item 21

Document is exempt

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Agenda Item 22

Document is exempt

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