

Overview and Scrutiny Committee

MONDAY, 29TH APRIL, 2013 at 18:30 HRS - .

MEMBERS: Councillors Rice (Chair), Winskill (Vice-Chair), Adamou, McNamara and Newton

Co-Optees: Ms Y. Denny (Church of England representative), 1 Catholic Diocese vacancy, Mr E. Reid (Parent Governor), Mrs M. Ezeji (Parent Governor), Ms H. Kania (LINK non-voting Representative)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

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

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

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND CARBON REDUCTION

An opportunity for the Committee to question Councillor Goldberg on the Finance and Carbon Reduction portfolio.

7. JOBS FOR HARINGEY (PAGES 1 - 32)

Jobs for Haringey was launched in May 2012. This report provides information and an update on the programme.

8. REVIEW UPDATE - HARINGEY GUARANTEE (PAGES 33 - 46)

The report provides an update on the Haringey Guarantee following the Scrutiny Review in 2010/11.

9. SCRUTINY REVIEW - COUNCIL'S PROPERTY PORTFOLIO (PAGES 47 - 62)

This report provides Overview and Scrutiny Committee with an overview on the Council's property portfolio, strategy and objectives, current reviews and activities so that the Committee can consider the scope of its planned review.

10. WORK PROGRAMME FOR 2013/14

To discuss potential items for the 2013/14 work programme.

11. SCRUTINY PANEL REPORT BACK (TO FOLLOW)

To receive the minutes and executive summaries for:

- Adults and Health Scrutiny Panel – 5 March 2013 & 16 April 2013
- Children & Young People Scrutiny Panel – 14 March 2013
- Communities Scrutiny Panel – 28 March 2013
- Environment & Housing Scrutiny Panel – 21 April 2013 & 16 April 2013

12. SCRUTINY PANEL REPORTS TO OVERVIEW AND SCRUTINY (PAGES 63 - 116)

To approve the recommendations of the following Scrutiny Panel reports:

1) Children & Young People's Scrutiny Panel

School Places – conclusions and recommendations of Children & Young People's Scrutiny Panel Project. **(TO FOLLOW)**

2) Communities Scrutiny Panel

Area Forums / Committees – interim conclusions and recommendations of Communities Scrutiny Panel.

3) Environment & Housing Scrutiny Panel

Interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur redevelopment.

4) Environment & Housing Scrutiny Panel

Waste and Recycling Part II: Further policy options to increase recycling. **(TO FOLLOW)**

13. AREA COMMITTEE REPORT BACK

14. NEW ITEMS OF URGENT BUSINESS

15. MINUTES (PAGES 117 - 128)

To approve the minutes of the meeting held on 12 March 2013 as a correct record.

16. FUTURE MEETINGS

To note the dates of future meetings:

17 June 2013
21 October 2013
16 December 2013 (budget)
23 January 2014
17 March 2014

17. SCRUTINY COMMITTEE ACTIONS REQUESTED (TO FOLLOW)

To note the actions completed since the last meeting.

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Friday 19 April 2013



Haringey Council

Report for:	Overview & Scrutiny 29 April 2013	Item Number:	
Title:	Jobs for Haringey Update		
Report Authorised by:	Marc Dorfman, Assistant Director PRE		
Lead Officer:	Martin Tucker, Economic Development Manager		
Ward(s) affected: All	Report for Key/Non Key Decisions: Non-key		

1. Describe the issue under consideration

- 1.1 The Council agreed a new approach to worklessness at its Cabinet meeting in March 2012 to support four key objectives:
- 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
- 1.2 The Council agreed a total investment in a new programme of £2m which included a £500,000 investment in a new tri-borough ESF employability and job brokerage programme and £1.5m investment in a new Haringey Jobs Fund job creation scheme. £600,000 had already been committed to delivery of employability support and job outcomes over 2 years 2012/13 and 2013/14 by the Council's in-house delivery team HEST based in Tottenham.
- 1.3 The new Haringey employment programme was launched in May 2012 – **Jobs for Haringey**. It complements the range of Government funded programmes operating in the borough – principally the Work Programme and SFA funded training provision



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– through **engaging and supporting those residents NOT eligible for these programmes.**

1.4 Jobs for Haringey currently comprises the Haringey Jobs Fund, an ESF Tri-borough programme North London Pledge 3 and the in-house Haringey Employment and Skills Team (HEST) delivery (see Appendix 1 for details) and will:

- Create up to **1,000 employability, skills and employment opportunities** for unemployed Haringey residents
- Support **200 Haringey residents into sustained employment** through a new tri-borough (Haringey, Enfield and Waltham Forest) ESF employment programme.
- **Support a minimum of 200 people into sustained employment** (for at least 26 weeks) through specialist Employability Support and Job Brokerage provision.
- **Create a minimum of 200 jobs** through the establishment of the Haringey Jobs Fund.

1.5 Jobs for Haringey targets priority groups to ensure that they can access and benefit from jobs created through the Jobs Fund and wider employment opportunities.

These groups are:

- **Young people aged 16-17** who are NEET and **not** receiving support from the Youth Contract.
- **Young people aged 18-24** who will not be eligible for the wage subsidy element of the Coalition Government's Youth
- **Residents furthest away from work who will not be supported by the Coalition Government's Work Programme** and who will need bespoke personalised support to gain employment.
- **Parents (including lone parents) and families** in need of support to find employment. (Childcare provision is a major obstacle/challenge in supporting parents back/into work. The Daycare Trust in its Childcare Costs Survey 2012 reported that the average of cost of 25 hours per week childcare in London is £126.80.)
- It also works with colleagues across services to support **those who are/will be impacted by changes in welfare including the housing benefit cap and overall Benefit Cap** to be introduced in April 2013. (Work is already underway with Jobs for Haringey running outreach sessions at Apex House every Monday and Wednesday and working with the housing consortia including Family Mosaic, Metropolitan Housing and L&Q, and separately Circle Anglia, to engage and support tenants.)

By March 2013 **490 residents were registered on the programme and 220 (44.9%) were supported into employment, 78 under 25 years old (35.5 %.) 42 new jobs have been created and filled under Haringey Jobs Fund - 33 by people under 25 (78.6 %.)** Targets and performance at Appendix 2.



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- 1.6 Cabinet Members have asked for a review of the Haringey Jobs Fund to ensure that the scheme was providing effective value for money and focussed on achieving the right outcomes for the citizens of Haringey. The Jobs Fund is subject to a moratorium at the moment with the creation of new jobs frozen but applications previously approved are being honoured. This review is ongoing.

2. Cabinet Member introduction

- 2.1 Jobs for Haringey has a number of strands aimed at taking a broad approach to tackling worklessness and supporting economic growth in the borough. The programme remains relatively new, with elements of the scheme have now been running for between 6 and 12 months. Data for progress to date shows the programme broadly on track. Jobcentre Plus and other agencies are actively referring their own jobseekers to the Jobs for Haringey programme, which makes clear the distinctive offer it makes.
- 2.2 Given the demand for the Haringey Jobs Fund element of the Jobs for Haringey programme and the level of investment, I instigated a review to look at how we best secure additionality and best value for money. We are currently in discussion with independent advisors, the College, Jobcentre Plus and other stakeholders to agree how best to focus this element of the scheme. I will be happy to provide an update to scrutiny when this is agreed.
- 2.3 As well as programme delivery, a priority is to better co-ordinate activity in the borough on jobs and unemployment. Unemployment is a policy issue which suffers from significant fragmentation in the way it is organised by Government. Following discussions with key partners, I will shortly be establishing a Jobs Board to provide a single point of strategic leadership on this issue. As part of this process, officers are currently looking at how the various delivery organisations can be better joined up to provide a more coherent, single approach. There is potential for Haringey to build a strong and innovative approach to tackling this vital issue.

3. Recommendations

- 3.1 That the Overview and Scrutiny Committee note this report**
- 3.2 That the Overview and Scrutiny Committee receive a report once the current review of the Haringey jobs Fund is completed.**

4. Background information

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. (see Appendix 3 Labour Market Information)



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The Council is committed to tackling worklessness in the borough. After 5 years of successfully delivering the Haringey Guarantee the Council 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 was considered vital if we are to successfully regenerate Tottenham and improve opportunities for local people.

Council Priorities for 2011-14 included as Priority 1 Grow Local Jobs:

- To **grow local jobs – a job creation scheme** in partnership with private sector providing economic benefit both to local residents supported into work and local businesses increasing their workforce and output
- **Young People (16-25)** - Main target of new jobs scheme and related programmes – Haringey Guarantee and GLA ESF tri-borough programme - in working to reduce youth unemployment
- **Private Sector Growth** - The focus of all our worklessness programmes will be to promote/support private sector job creation. The Jobs Scheme will be in partnership with the private sector and will foster/promote job growth in the private sector.

In March 2012 the Council at Cabinet decided:

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.

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.

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.

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.

The cabinet report proposed a new approach and programme to tackle worklessness and that programme 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
- Challenge contractors and partners to contribute to local employment and skills



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- Develop a joint plan to deliver co-ordinated action

This would be achieved by principally through:

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:
 - 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

Target support to help residents access jobs 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 be eligible for the wage subsidy element of the Coalition Government's Youth Contract (currently 83% of young people aged 18-24 claiming JSA in Haringey).



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- **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. (Childcare provision is a major obstacle/challenge in supporting parents back/into work. The Daycare Trust in its Childcare Costs Survey 2012 reported that the average of cost of 25 hours per week childcare in London is £126.80.)
- It also works with colleagues across services to support **those who are/will be impacted by changes in welfare including the housing benefit cap and overall Benefit Cap** to be introduced in April 2013. (Work is already underway with Jobs for Haringey running outreach sessions at Apex House every Monday and Wednesday and working with the housing consortia including Family Mosaic, Metropolitan Housing and L&Q, and separately Circle Anglia, to engage and support tenants.)

Having in place a range of **specialist employability and skills based 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

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.

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.

The approach and programme were agreed to address gaps in employment and skills provision identified in an analysis of provision included in the March Cabinet report.

5. Comments of the Chief Finance Officer and financial implications

- 5.1 The Council agreed a one-off sum of £2m budget to be spent across 2 years commencing in 2012-13 for a new programme tackling worklessness. Of this £500k was envisaged to match fund ESF monies and £1.5m was available for Investment in a new Haringey Jobs Fund. Any of this amount unspent in 2012-13 will be carried forward to 2013-14.



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Additionally there is a base budget of £300k per annum for delivery of employability support and job brokerage by the Council's in-house service.

6. Head of Legal Services and legal implications

N/A

7. Equalities and Community Cohesion Comment

7.1 Jobs for Haringey has equalities targets of 50% Of participants will be young people under 25, 50% women, 50% BAME, 10% disabled and 25% parents.

8. Use of Appendices

Appendix 1 – Jobs for Haringey Programme Outline

Appendix 2 – Targets and Performance

Appendix 3 – Labour Market Information



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Appendix 1: Jobs for Haringey

A new Haringey employment programme has been developed and launched in 2012/13 – Jobs for Haringey.

Jobs for Haringey currently comprises an ESF Tri-borough programme, Haringey Employment and Skills Team (HEST) delivery and the Haringey Jobs Fund, and will:

- Create up to **1,000 employability, skills and employment opportunities** for unemployed Haringey residents
- Support **200 Haringey residents into sustained employment** through a new tri-borough (Haringey, Enfield and Waltham Forest) ESF employment programme.
- **Support a minimum of 200 people into sustained employment** (for at least 26 weeks) through specialist Employability Support and Job Brokerage provision.
- **Create a minimum of 200 jobs** through the establishment of the Haringey Jobs Fund.

ESF tri-borough employment programme (North London Pledge)

A new Employment & Skills programme across Haringey, Enfield and Waltham Forest funded through councils revenues matched by ESF. This will run from June 2012 until June 2014. The **total value of the programme is £3m with the boroughs each providing £500,000 cash match funding (total £1.5m) with ESF providing £1.5m.** The programme focuses on ESF Priority 1.1 – Improving the employability and skills of the unemployed and economically inactive.

The overall objective and headline outcomes of the programme will be to **support 600 residents from the 3 boroughs (200 from each) into sustained employment lasting a minimum of 26 weeks.** Residents supported by the programme will be people who are not already on mainstream JCP or SFA programmes such as the Work Programme.

Haringey Employment and Skills Team (HEST)

As well as the support in offer from the ESF tri-borough programme, the Council has an in-house team, HEST, that provides additional support from day one of their time on the programme and also has a strong element of in work support to ensure that people supported into work are sustaining that employment for at least 26-52 weeks.

Haringey Jobs Fund

A new and innovative **Haringey Jobs Fund** that is 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).

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. All employment offers will come with a subsidised training package provided by the College of Haringey, Enfield and North



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East London (College) and Haringey Adult Learning Service (HALS), to which the employer will need to make a contribution of around £1k.

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.

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**.

The Council is committing £1.5m to the Haringey Jobs Fund and the fund will seek to create a minimum 200 new jobs which could get up to 325 jobs.

A Programme Delivery Model and diagram showing how people go through the various stages of support on offer from Jobs For Haringey are provided below:

Programme Delivery Model

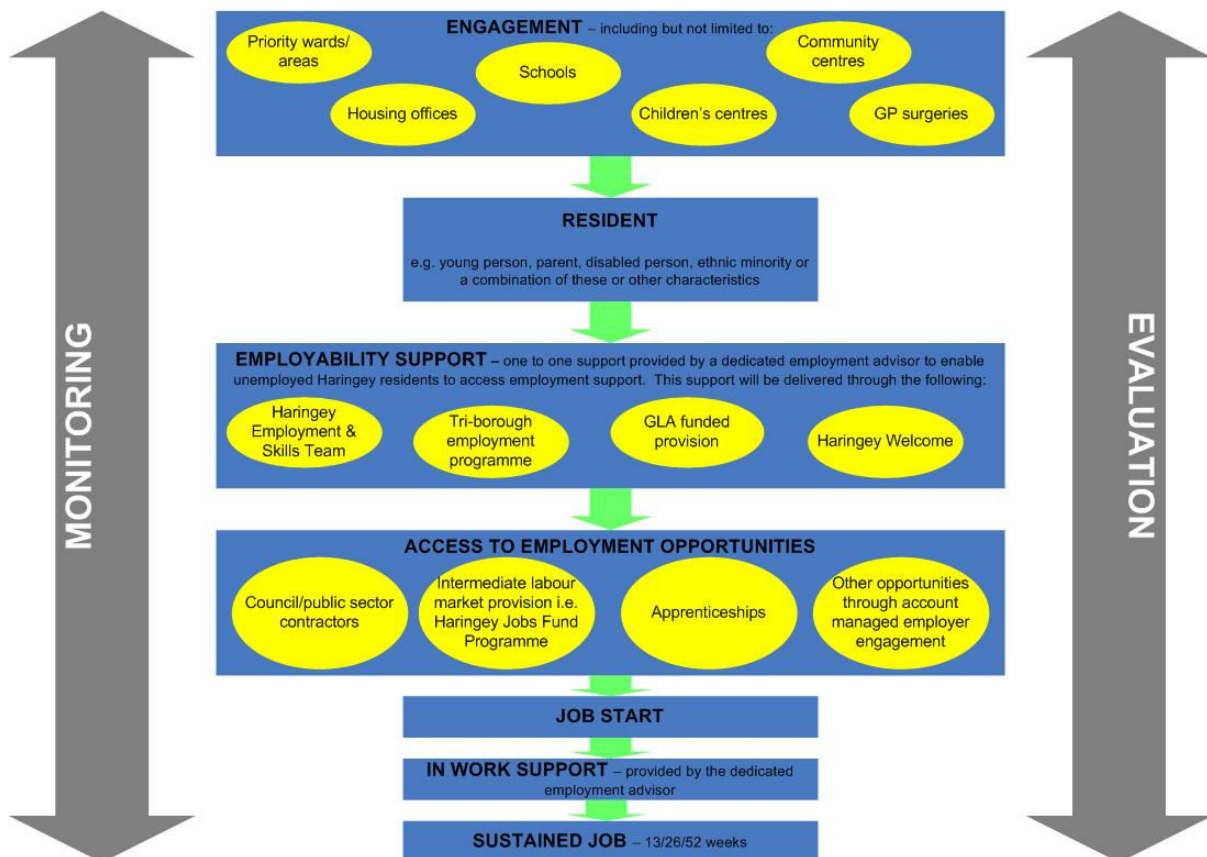
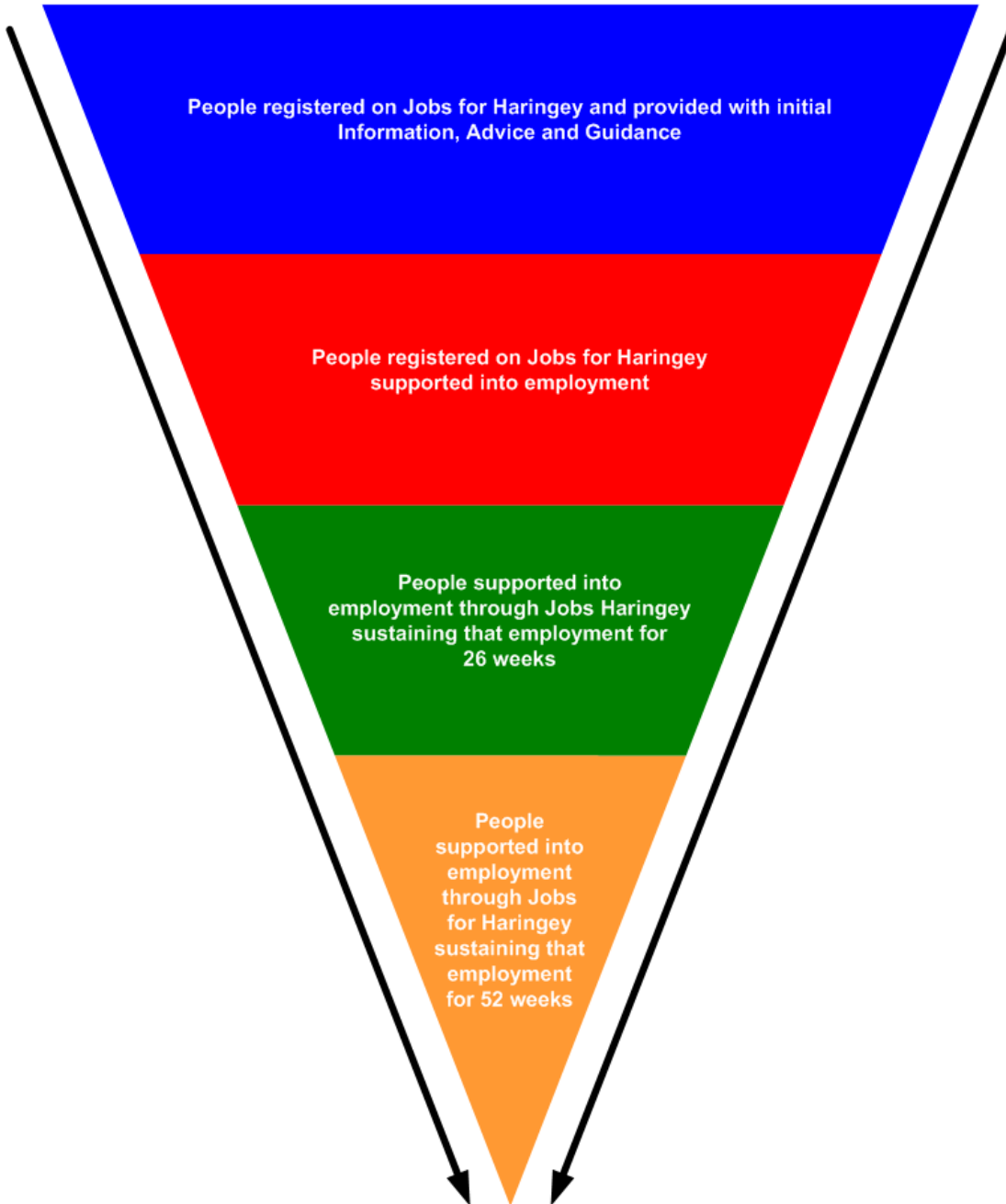


Figure 2



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Participant Flowchart





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Jobs for Haringey Employability Support

The first vital step in a local economic development programme with a strong focus on sustained employment outcomes is to engage, recruit, assess and prepare local unemployed residents for opportunities that will arise from initiatives and developments.

To ensure that local residents can access and benefit from the jobs created from the Haringey Jobs Fund and wider employment opportunities, it is crucial that this employability support is in place.

The overriding aim of the employability support that forms part of JFH is to engage “socially excluded” residents who are not currently on a mainstream welfare to work scheme such as the Work Programme and support them into sustained employment. These sustained employment opportunities will cover jobs created through the HJF but also non-HJF, and therefore non-Council part funded, jobs.

Some residents, particularly those living in the more deprived wards, can be excluded from mainstream activities, such as the labour market, by barriers to work. Barriers are often complex. Subsequently, residents may disengage from the legitimate labour market.

The DWP, via JCP, sets conditions for residents claiming Job Seekers Allowance that they must actively look for work or risk losing their benefit payments. If young people after 9 months, or older claimants after 12 months, fail to find a job, they are referred to a Work Programme provider (described in section 2) who provides more intensive support and greater scrutiny of job-searching, including the option of sanctions through loss of benefits.

However, many socially excluded residents not in legitimate employment do not claim benefits (estimate of 178,000 across London)¹. Other groups such as lone parents and disabled residents, or those with a long-term illness, are not required to look for work and there is little support for or engagement of these groups. These residents, outside of the labour market, are defined as “economically inactive” and include:

- Employment Support Allowance claimants – disabled claimants or those with a long-term health issue
- Lone parents with children under the age of 5 claiming Income Support
- Residents not claiming an out-of-work benefit but may be claiming other benefits such as Carers’ Allowance, Disability Living Allowance, Housing Benefit and Council Tax Benefit.
- Residents not claiming any benefits

The JFH service is targeted mainly at economically inactive residents. JFH Employment Advisers actively engage residents through community outreach and partnership work with other agencies in the Borough supporting residents.

¹ London Skills & Employment Observatory (2011) *Work Programme in London: Information for stakeholders as the Work Programme starts*



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Once engaged a person will be offered a range of employability support including:

- Information, Advice and Guidance to overcome barriers to work
- One to one support with exploring job goals, tailoring CVs and job applications, job interviews and work trials
- Voluntary work placements with local employers that do not affect any benefit claims
- Pre-entry and entry-level ESOL courses for residents who were born outside the EU and have lived in the UK for less than 10 years
- Clinical Health & Wellbeing advice and support in managing health conditions in the workplace
- Workshops in retail and customer service skills and UK business culture
- Support and careers advice from an employment advisor for up to 12 months after a person starts a job.

Jobs for Haringey provides wrap-around services such as voluntary work placements, vocational courses, workshops around preparing to start work, Health & Wellbeing advice, Adviser Discretionary Fund, transferring overseas qualifications and partnerships with other frontline services to help with specific barriers such as childcare, health, substance misuse, caring responsibilities, and housing, benefits, ESOL and mentoring etc.

This is vastly superior to the limited support available at Jobcentres:

- JSA interviews are normally very short² and the focus is on determining job-seeking activity rather than supporting it.
- Jobcentres don't offer job search support on a 1-2-1 basis or in groups but only access to "Jobs Points" (basically DirectGov in Internet access points within the Jobcentres).
- Jobcentre advisers do not have the capacity to provide extended support such as 1-2-1 or group employability support (CVs, applications, interviews etc.).
- Lone parents (Income Support claimants) and Employment Support Allowance (ESA) claimants, who are economically inactive only receive support from the Jobcentre once every 13 weeks

Further evidence of the superior support available from Jobs For Haringey is provided by the fact that since April 2012 JCP advisers have referred over 400 of their customers to the Jobs For Haringey programme.

To increase this number further, the Economic Development Service is in the process of arranging to present the Jobs for Haringey programme to the Jobcentre advisers and managers at both Wood Green and Tottenham jobcentres particularly to their IS (lone parents) and ESA teams. They will then arrange for us to "co-locate" at both Tottenham and Wood Green jobcentres where Jobs for Haringey Employment Advisers will sit alongside JCP advisers who can then hand-over customers to our advisers to provide this one-to-one employment support, wrap-around services and job opportunities.

² Typically JCP allocate **12 minutes for each meeting** with claimants/customers.



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Appendix 2 – Jobs for Haringey Targets and Performance

Jobs for Haringey Targets and Performance at March 2013 (final figures to be confirmed)

ESF from Oct 2012	2012/13	2013/14	2014/15	TOTAL	Performance 2012/13
Registrations	200	400		600	245
Work Placements	40	80		120	42
Job Starts	96	192		278	100
Sustained Jobs (26 weeks)	0	127	65	192	1
HEST from May 2012	2012/13	2013/14	2014/15		Performance 2012/13
Registrations	266	270		536	245
Job Starts	129	134		263	120
Sustained Jobs (26 weeks)	50	100	50	200	40
Haringey Jobs Fund from June 2012	2012/13	2013/14	2014/15		Performance 2012/13
Jobs created	50	150	125	325	42³
Jobs For Haringey TOTAL	2012/13	2013/14	2014/15		Performance 2012/13
Registrations	466	670		1136	490
Job Starts	225	326		541	220
Sustained Jobs (26 weeks)	50	227	115	392	40
Jobs created	50	150	125	325	42

Table 1

Equalities targets on the programme are:

	European Social Fund (ESF)	HEST/HJF Fund	Performance 2012/13
Parents (including lone parents)	25%	25%	43%
Women	50%	50%	53%
18-24 years old	20%	50%	35%
Disabled	22%	10%	8%

³ Moratorium on this scheme with no new companies being recruited and no new jobs being created. Contracts being honoured with previously approved applicants.



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BAME	50%	50%	85%
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Appendix 3 Labour Market – The Scale and Challenge of Local Worklessness

Definition of worklessness

The definition of worklessness is wider than referring to unemployment. Whereas unemployment is a term that captures people who are actively seeking work or have sought work within a specified period of time, worklessness is a term that also captures people that are not actively seeking but would like to find work. Examples of people that may be workless include:

- People claiming an ‘active’ benefit such as Job Seekers Allowance (JSA).
- People claiming ‘inactive’ benefits such as Incapacity Benefit (IB), Employment and Support Allowance (ESA) and Income Support (IS)
- People with caring responsibilities
- People with a health condition or disability
- People seeking work but not claiming benefits

People who voluntarily take themselves out of the labour market (e.g. full time students and people who have taken early retirement) are not normally included in the definition of worklessness.

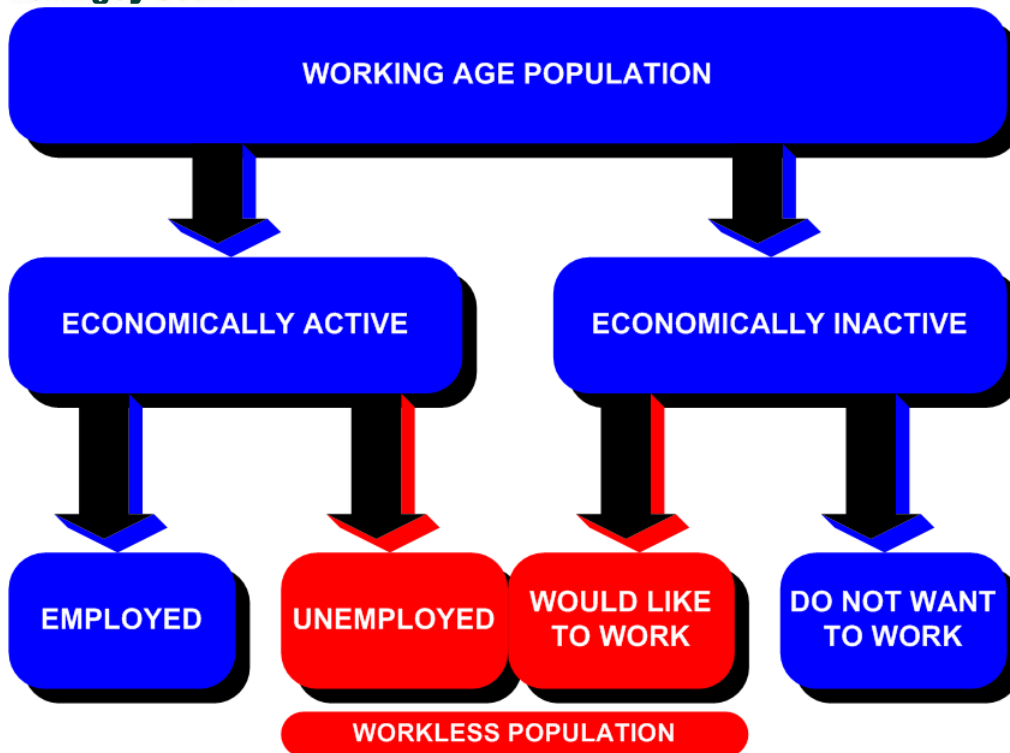
The diagram below provides a summary breakdown of the labour market.

Chart 1: Labour market breakdown⁴

⁴ Adapted from IDeA (2010) Work and skills plans draft guidance (report prepared by Shared Intelligence).



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The importance of tackling worklessness

The strength of a country's labour market is a key determinant of general economic performance. Indeed, before the recession the United Kingdom's (UK) robust economic performance was, in part, been due to the strength and flexibility of its labour market. One of the arguments put forward to explain why unemployment hasn't risen as fast as expected in the UK or as much as other major economies is because of the strength and flexibility of its labour market. However, in order to return to sustainable growth more needs to be done to tackle worklessness, particularly in areas where levels of worklessness still remain unacceptably high. In such areas, high levels of worklessness, as well weakening the local economy, can be the cause or effect of wider social exclusion issues such as: ill-health; crime, substance abuse, low educational attainment; child poverty; and family breakdown – all issues that will incur high financial and social costs.

The financial costs of worklessness cannot be underestimated. In 2011/12, £162.2m was spent on out of work benefit⁵ payments in Haringey, up by £13.7m since 2008/09; payments in London and England over the same period were £4.1bn (up by £367m since 2008/09) and £24.4bn (up by £2.3bn since 2008/09) respectively⁶. The impact on tax revenues also has to be considered. Freud (2007) estimated that the savings (including exchequer gains) related to moving an IB claimant into work are £9,000 with the equivalent figure for a JSA claimant being £8,100.

Scale of worklessness

⁵ Out of work benefits include: Job Seekers Allowance, Employment and Support Allowance, Severe Disablement Allowance, Income Support and Pension Credit.

⁶ DWP benefit expenditure statistics.

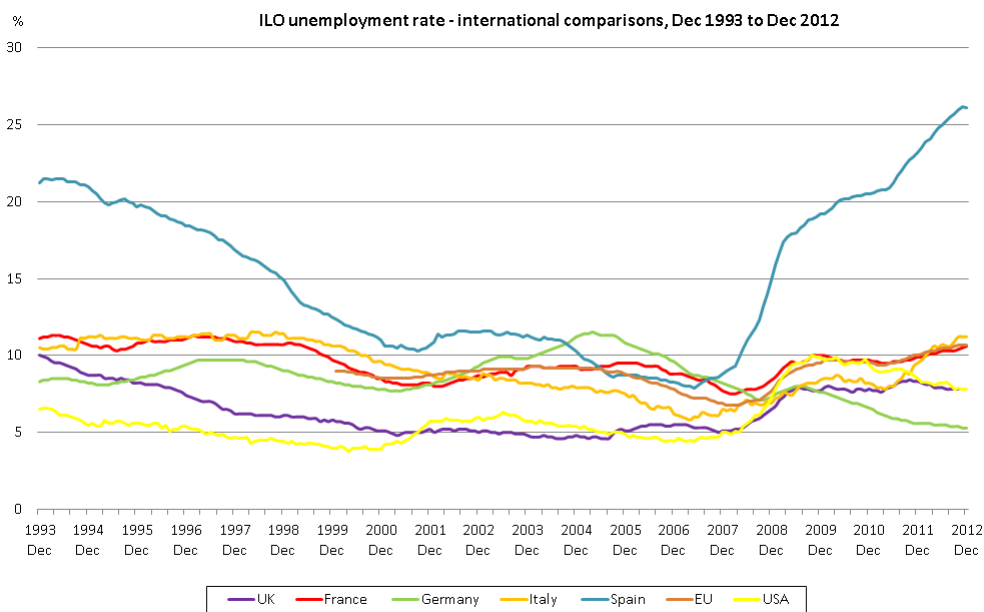


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The global credit crunch of 2008 halted 63 successive quarters of economic growth in the UK and sent the country into its first recession since 1990/91, and first double dip recession since 1975. Although the effect of the double dip recession on the labour market has been less than expected, it has still been significant.

ILO unemployment⁷ across the UK at the last count (October to December 2012) reached 2.50 million, 7.8% of the economically inactive population aged 16 and over. Although this is down 14,000 on the previous quarter and down 156,000 on a year earlier, it is 891,000 higher than immediately before the recession. Internationally, the UK unemployment rate is on par with the European Union (EU) average and while it's above the rates of countries such as the US and Germany, it is lower than other major European economies such as Italy and, in particular, Spain.

Chart 2: ILO unemployment rate – international comparisons, 2000 to 2011



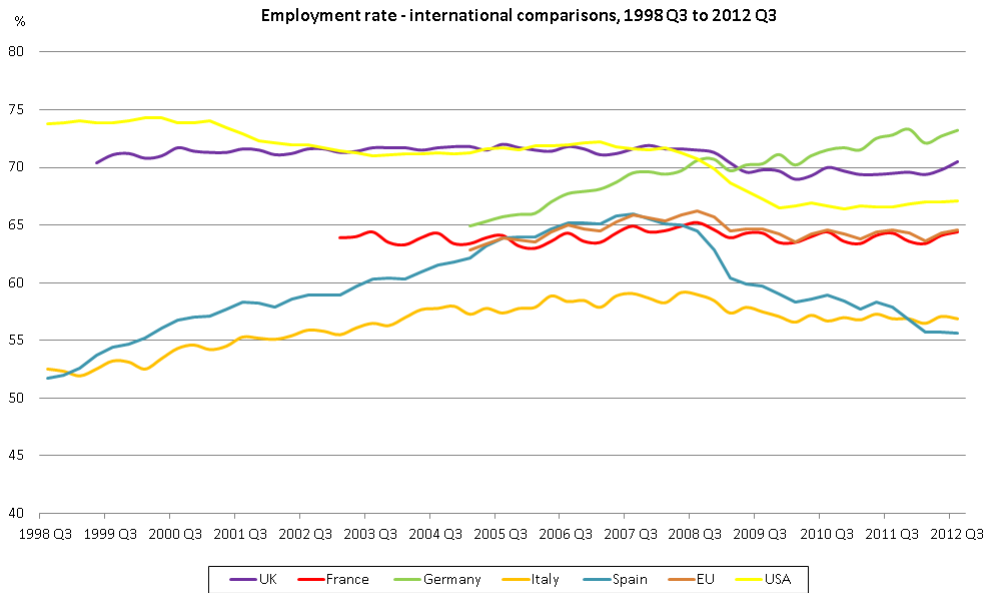
The number of people in employment across the UK has been rising despite the double recession, partly driven by population growth. The number of employed people currently stands at 29.73m, 71.5% of the population aged 16-64. This is up 154,000 on the previous quarter, up 584,000 on a year earlier and 322,000 higher than the figure immediately before the recession. Internationally, the employment rate in the UK is amongst the highest amongst developed economies although it does remain below the rates of nations such as Germany.

⁷ ILO unemployment is a measurement based on the International Labour Organisation's, a United Nations (UN) agency, definition of unemployment. Somebody is defined as being ILO unemployed if: they have actively looked for work in the last four weeks and are available to start work in the next two weeks; or they are out of work but have found a job and are waiting to start it in the next two weeks. This is a wider measure of unemployment than Job Seekers Allowance.



Haringey Council

Chart 3: Employment rate – international comparisons, 1998 Q3 to 2012 Q3



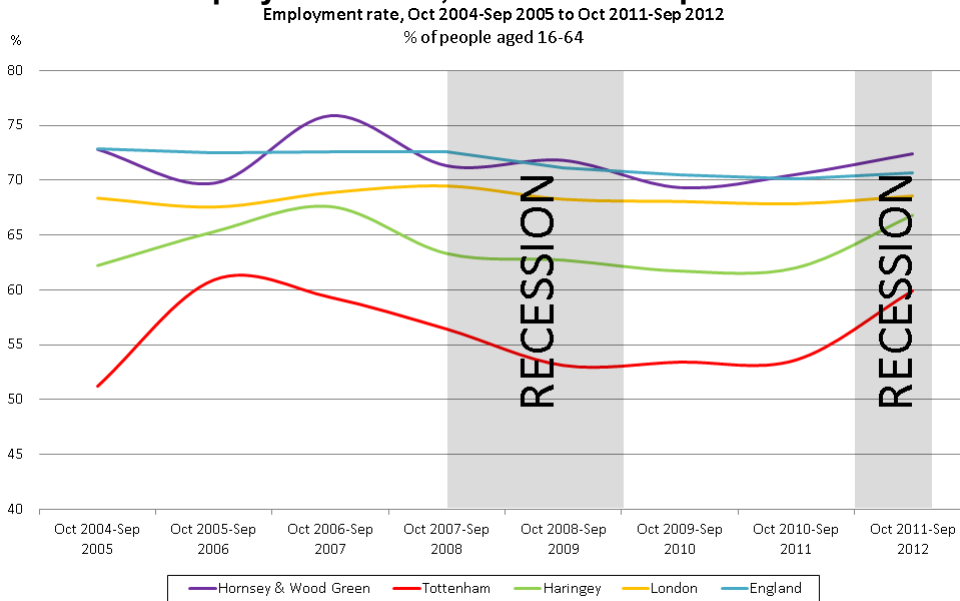
Haringey has historically suffered from high levels of labour market deprivation, even during the sustained economic prosperity of the late 1990s and early to mid 2000s, and this has been exacerbated by current economic conditions.

At present (October 2011 to September 2012), 66.8% of people aged 16-64 in Haringey are in employment, below both the London and England rates of 68.6% and 70.7% respectively. At no point since this data series began in 2004 has the employment rate in Haringey been higher than the rates in either London or England. In Tottenham the employment rate is even lower, at 55.9%, while the employment rate in Hornsey and Wood Green (72.4%) is higher than the national rate.



Haringey Council

Chart 4: Employment rate, Oct 2004-Sep 2005 to Oct 2011 to Sep 2012



Despite strong job growth in London, of on average 70,000 a year before the recession⁸, the employment rate in the capital has been lower than the national average since the 1990s. Research suggests⁹ 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, disabled people, lone parents, people living in social housing and people with low or no qualifications. These factors are estimated to account for approximately 90% of the difference between employment levels in London and the rest of the country; the remaining 10% is an unexplained phenomenon sometimes referred to as the 'London effect'. While it is not possible to get employment data for most groups listed above for Haringey, we do know the following:

- Haringey has a disproportionate number of these groups in its general population compared to the rest of London and England.
- The employment rate for ethnic minorities in Haringey is currently 56.1%, lower than the overall Haringey rate of 66.8% and the comparable rates across London (60.1%) and England (59.3%).
- The employment rate for disabled people in Haringey is currently 40.3%, lower than the overall rate of 66.8% and the comparable rates across London (46.3%) and England (49.4%).

⁸ HM Treasury (2006) *Employment opportunity for all: analysing Labour Market trends in London*: HM Treasury

⁹ See note 2 and Meadows, P (2006) *Working Paper 15: Worklessness in London – explaining the difference between London and the UK*: Greater London Authority



Haringey Council

This suggests that the evidence available to explain the difference between London's employment rate and the rest of the country can also be applied to Haringey.

The previous Government had an aspirational aim to achieve full employment, equating to a national employment rate of 80%. To achieve this ambition in Haringey would require an extra 20,700 residents finding work, 14,080 of whom would come from Tottenham with the remaining 6,540 coming from Hornsey and Wood Green.

Table 1: Full employment analysis, Oct 2011-Sep 2012

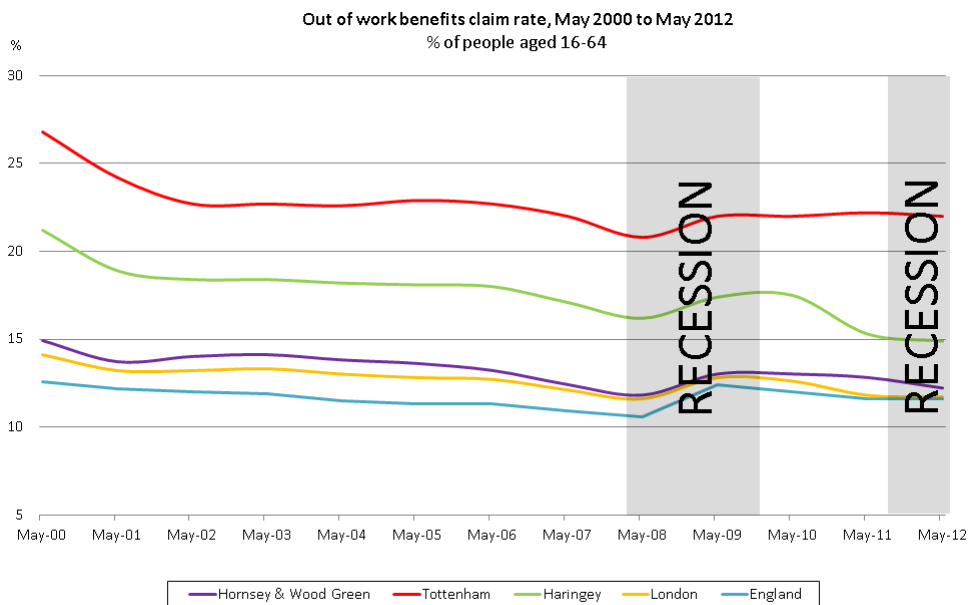
	Current number of employed people	Number of extra employed people required to achieve full employment	Number of employed people required to achieve full employment	Increase (%)
Hornsey & Wood Green	63,300	6,540	69,840	10.3%
Tottenham	42,000	14,080	56,080	33.5%
Haringey	105,300	20,700	126,000	19.7%
London	3,718,200	615,800	4,334,000	16.6%
England	23,852,500	3,133,580	26,986,080	13.1%

Alongside a low employment rate is high numbers of people claiming out of work benefits. At May 2012, 27,040 people in Haringey were claiming out of work benefits, representing 14.9% of the working age population. This rate is higher than the London and England averages of 13.7% and 13.2% respectively. The number of people claiming out of work benefits in Haringey remained relatively stable during the recession although this in part can be explained by various welfare reform introduced by the previous and current Governments; and while the out of work benefits claim rate in Haringey has fallen from 17.1% to 14.9% over the past 5 years this is largely due to a faster increase in the general population aged 16-64 relative to the number of out of work benefit claimants over this period.



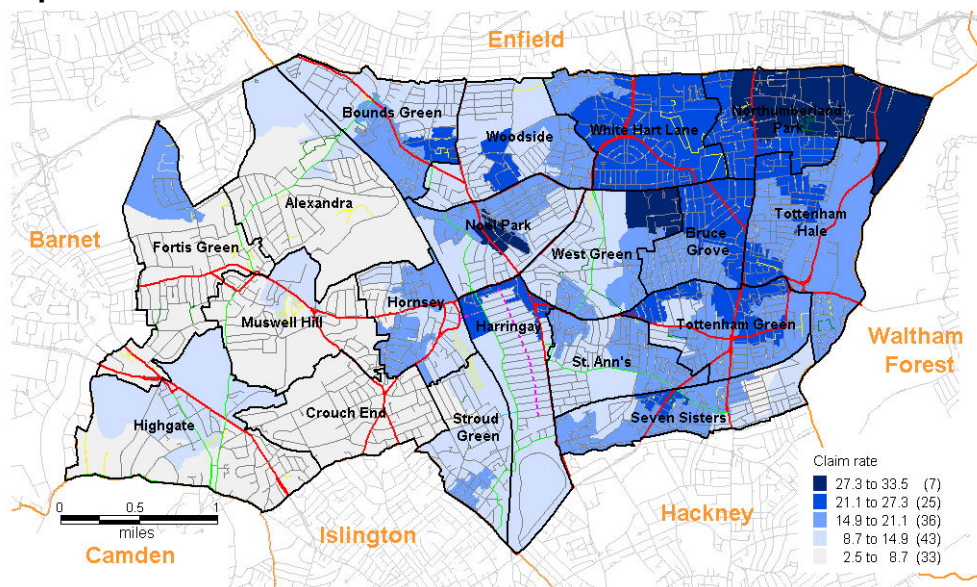
Haringey Council

Chart 5: Out of work benefits claim rate, May 2000 to May 2012



Across Haringey, high concentrations of out of work benefit claimants are present in parts of Northumberland Park, Noel Park and West Green where the claim rate ranges from 27.3% to 33.5%. Northumberland Park ward, at 30.1%, has the highest out of benefits claim rate in the borough and the second highest in London (behind Harlesden ward in Brent).

Map 1: Out of work benefits claim rate, May 2012



Source: Work and Pensions Longitudinal Study
Produced by Economic Development, Haringey Council
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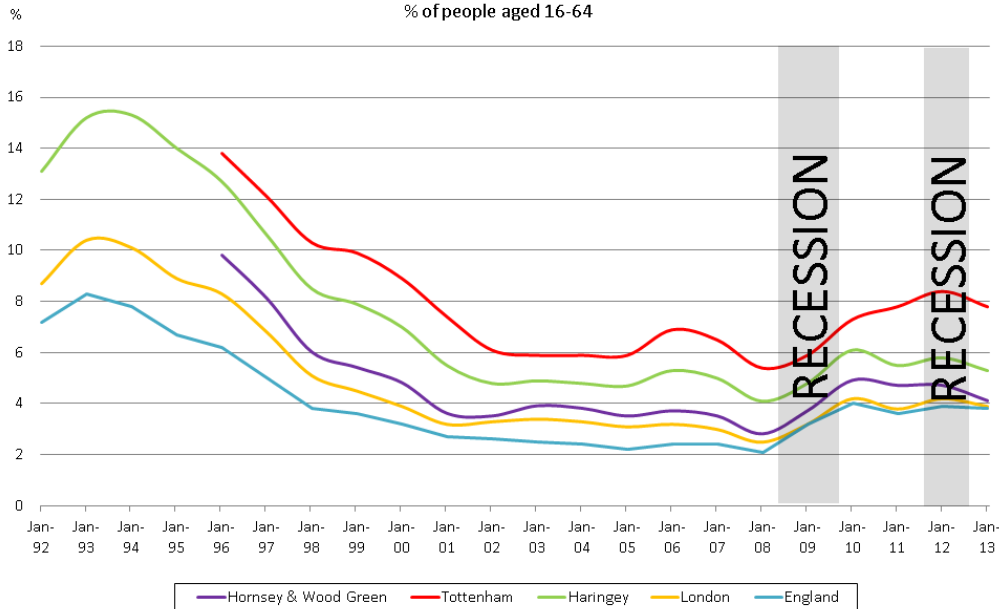
Haringey Council

There are three constituents of out of work benefits that have significant representation in Haringey: JSA and ESA/IB, which together account for 83% of all people in the borough on out of work benefits.

At January 2013, there were 9,568 JSA claimants in Haringey representing 5.3% of the population, which is higher than the London and England averages of 3.9% and 3.8% respectively. It should be noted that while the number of JSA claimants in Haringey has risen by over 3,000 since immediately before the recession, this is partly driven by welfare reforms affecting lone parents and IB claimants, and is lower than the level observed just after the previous 1990/91 recession – 18,435.

Chart 6: JSA claim rate, Jan 1992 to Jan 2013

Jobs Seekers Allowance claim rate, Jan 1992 to Jan 2012
% of people aged 16-64



Source: Nomis

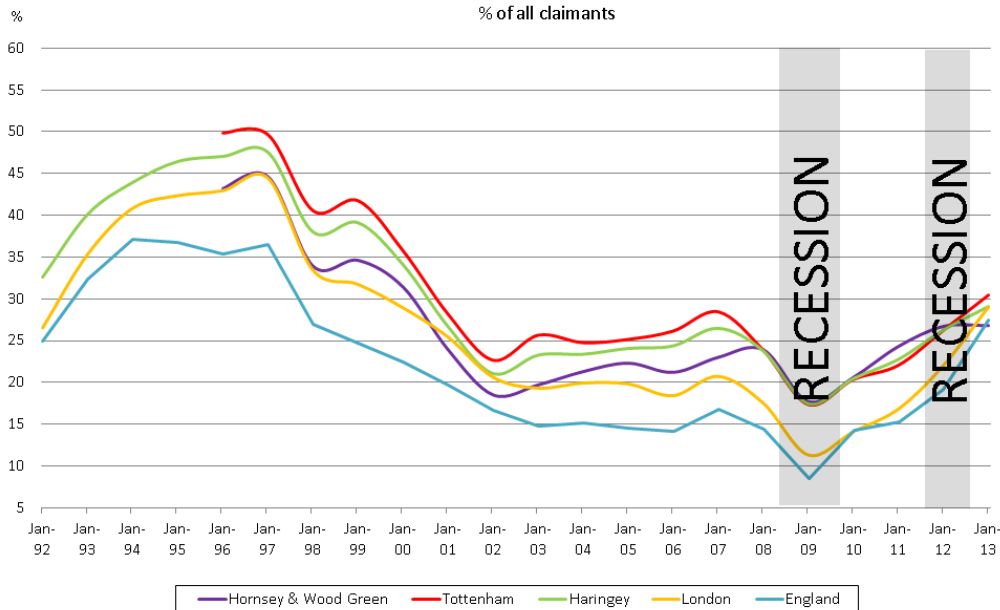
Although the number of JSA claimants has fallen by 8% over the past year, the number of long-term claimants, defined as people claiming JSA for over 12 months, has increased slightly by 1%. However, since immediately before the recession the number has increased more significantly, by 80%, as opposed to a 46% increase in the general JSA caseload over the same period. In London the number of long-term JSA claimants has increased by 180% and in England the comparable figure is 256%.



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Chart 7: Long-term JSA claimants, Jan 1992 to Jan 2013

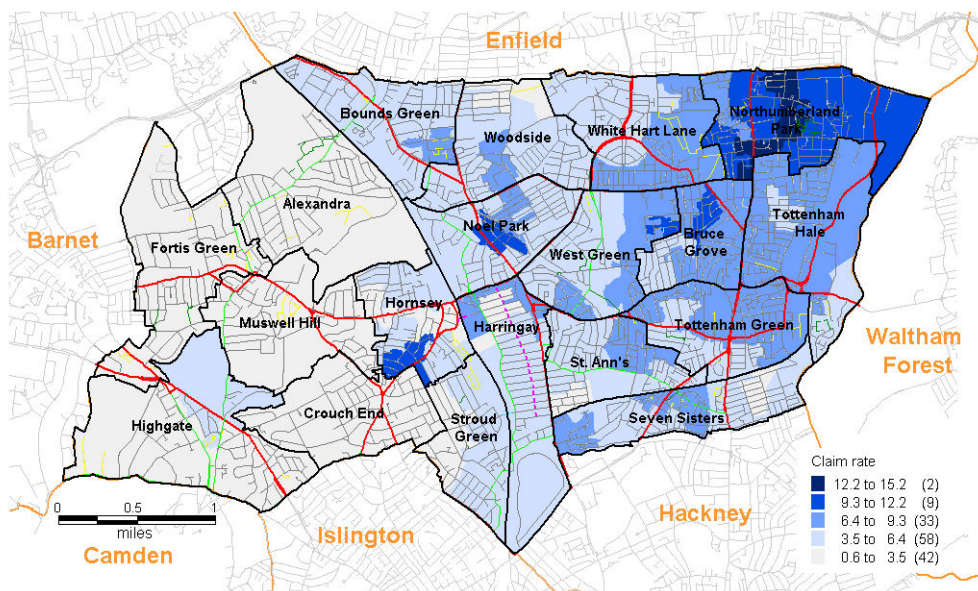
Jobs Seekers Allowance 12 months+ claimants, Jan 1992 to Jan 2012
% of all claimants



Source: Nomis

Across Haringey, the highest concentrations of JSA claimants can be found in parts of Northumberland Park where the claim rates range from 12.2% to 15.2%. The Northumberland Park ward has the highest JSA claim rate in Haringey and the second highest in London (behind Harlesden ward in Brent).

Map 2: JSA claim rate, January 2013



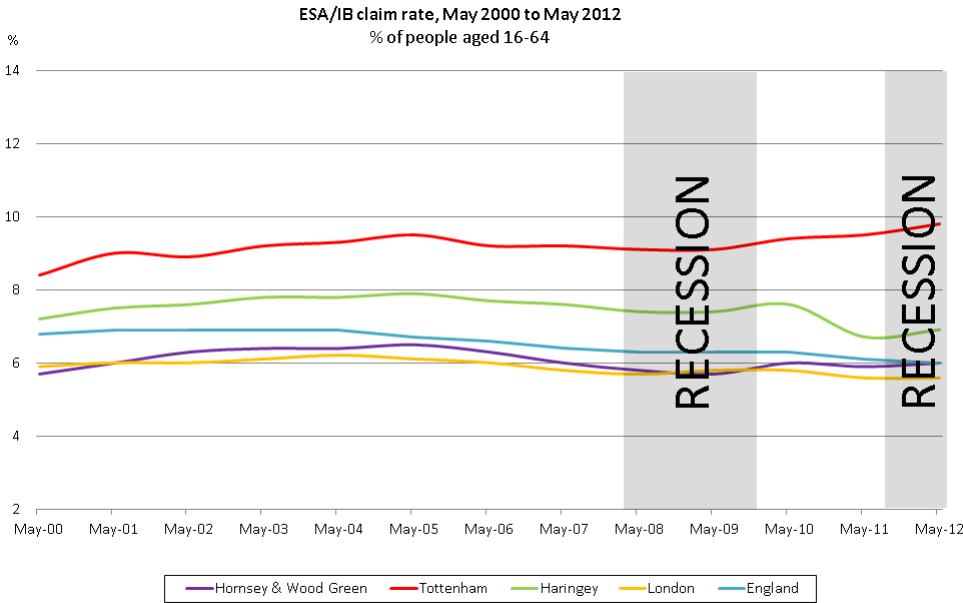
Source: Work and Pensions Longitudinal Study
Produced by Economic Development, Haringey Council
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At May 2012, there were 12,460 ESA/IB claimants in Haringey representing 6.9% of the population aged 16-64 – higher than the London and England rates of 5.6% and 6.0% respectively. For a plurality of ESA/IB claimants in Haringey (46%), a mental health condition is the primary reason for their claim compared to 45% and 58% of claimants across London and England respectively.

Chart 8: ESA/IB claimants, May 2000 to May 2012

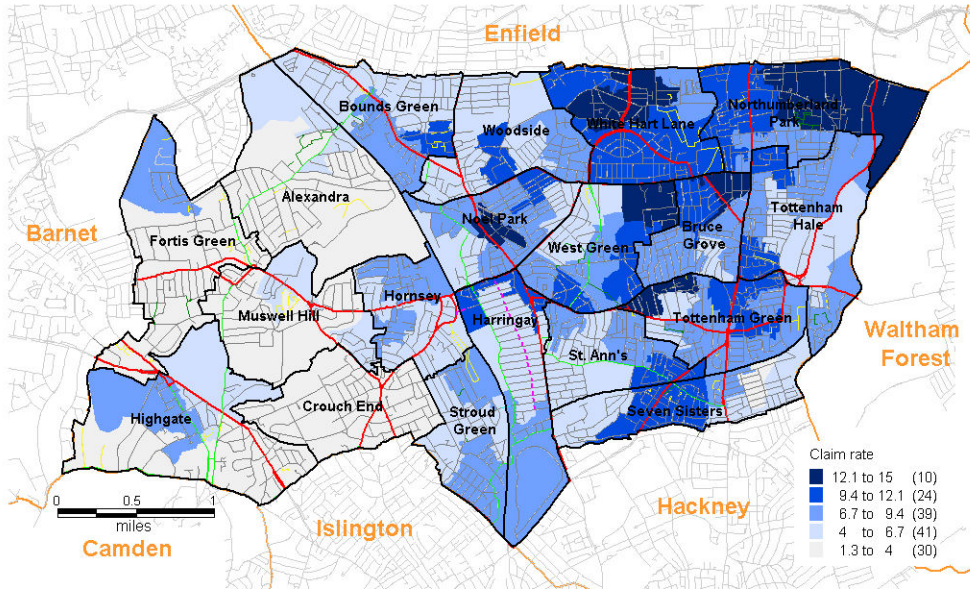


Across Haringey, the highest concentrations of ESA/IB claimants are found in parts of Noel Park, White Hart Lane, Northumberland Park, West Green, Bruce Grove and Tottenham Green where the claim rates range from 12.1% to 15%. Northumberland Park ward, at 12.3%, has the highest ESA/IB claim rate in Haringey and the second highest in London (behind Golborne ward in Kensington & Chelsea).



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Map 3: ESA/IB claim rate, May 2012



Source: Work and Pensions Longitudinal Study
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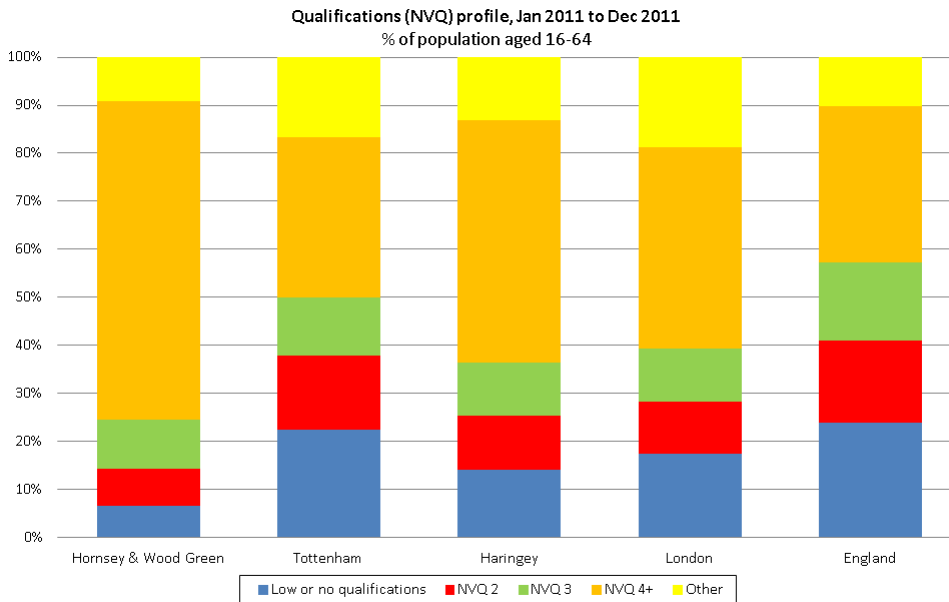
Some 14.1% of people aged 16-64 in Haringey have a NVQ level 1 or below qualification, lower than the London and England rates of 17.4 and 23.8% respectively. The competitiveness of the London labour market is such that the demand for high skills is increasing. The London Skills and Employment Board (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 qualification¹⁰. Currently 50.5% of Haringey residents have at least an NVQ level 4 qualification higher than the London (41.9%) and England (32.7%) rates. However, this masks variations across the borough where 33.4% of Tottenham residents aged 16-64 have at least an NVQ level 4 qualification compared to 66.4% of people living in Hornsey and Wood Green.

¹⁰ London Skills and Employment Board (2007) *Globalisation, skills and employment: the London story*: London Skills and Employment Board.



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Chart 9: Qualifications analysis, Oct 2011-Sep 2012



5 Youth Unemployment

Youth unemployment is one of the greatest challenges facing this country. Current figures (February to April 2012) show that there are 974,000 young people aged 16-24 who are out of work; when including young people who are economically inactive and not in full-time education this number rises to 1.673m¹¹. Although the double dip recession has contributed to a 42% increase in the level of youth unemployment since 2007, in the preceding 5 years youth unemployment increased by 20% suggesting that the challenge is structural as well as economic¹².

The challenge of youth unemployment is not only national but global. Currently 20% of young people across the UK are unemployed, similar to rates in countries such as France and the USA. However, in Spain, nearly half of all young people are unemployed with a significant spike since 2007 when the rate was less than 20%. In Germany, youth unemployment has actually declined since the credit crunch, although its economy has remained robust despite choppy EU and global economic waters.

¹¹ Source: Labour Force Survey

¹² See note 1.



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Chart 10: Youth unemployment – international comparisons



The effects of unemployment on young people cannot be understated. They are more likely to:

- Be unemployed and welfare dependent in later life with the average young unemployed person spending an extra two months per year out of work by their late twenties.
- Earn £1,800-£3,300 less per year by their early thirties.
- Be affected by mental and physical issues.
- Get involved in anti-social behaviour¹³.

The burden that youth unemployment places on public finances is also significant. The total benefit bill in 2012 for youth unemployment at its current level is estimated to be £4.2bn with taxes forgone due to young people being out of work estimated to be £600m¹⁴. The total cost of youth unemployment, at its present level, in terms of lost economic output is estimated to be £6.3bn per year.

The data available about youth unemployment in and across Haringey is limited, which in turn limits the analysis that is possible of the characteristics of young unemployed people in the borough.

However, we do know that the number of young people aged 18-24 claiming Job Seekers Allowance (JSA) currently (January) stands at 1,805; this number is 13.5% higher than it was pre-recession but has fallen by 16% in the past year. The JSA claim rate for people

¹³ Source: ACEVO Commission on Youth Unemployment, 2012

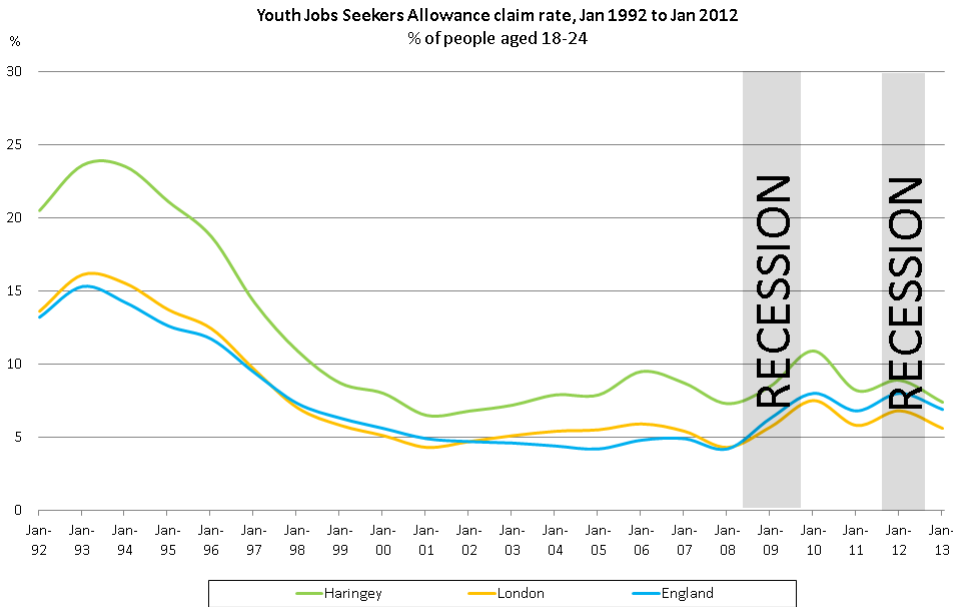
¹⁴ See note 10.



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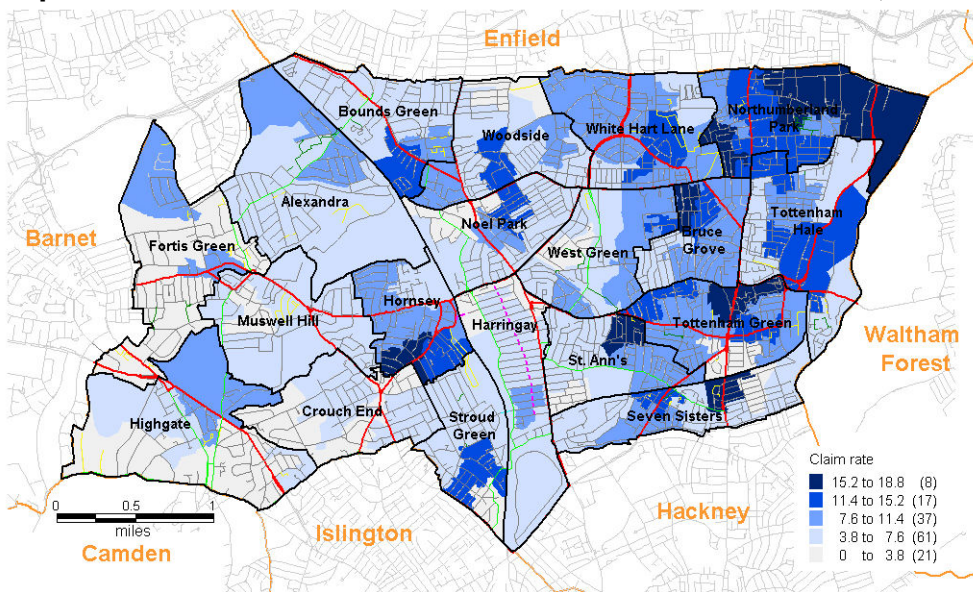
aged 18-24 in Haringey, at 7.4%, is higher than the London and England rates of 5.6% and 6.9% respectively.

Chart 11: Youth JSA claim rate, Jan 1992 to Jan 2013



Across Haringey, the highest concentrations of young JSA claimants are found in parts of Northumberland Park, Bruce Grove, Tottenham Green, Seven Sisters, St Ann’s and Hornsey where the claim rates range from 15.2% to 18.8%.

Map 4: Youth JSA claim rate, January 2013



Source: Work and Pensions Longitudinal Study
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Research done by the council's Economic Development Service in February 2012 found that the JSA claim rate for young (16-24) white¹⁵ JSA claimants was 4% compared to a rate of 11.2% for young people who are in an ethnic minority group. For young black JSA claimants the rate is even higher at 13.2% with further analysis by gender showing a claim rate 17.9% for young black males compared to 9% for young black females¹⁶.

At February 2013, 3.6% (265) of young people aged 16-19 were classified as NEET below the local target of 8.9%. However, it should be noted that the status of 18.4% of the cohort is unknown, significantly higher than the local target of 8.4%. The loss of Connexions has contributed to this large number of unknowns as there is now 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. In terms of current NEETs, we know the following:

- 79.1% are actively seeking employment and training opportunities
- 78.4% have been NEET for 3 months or less
- 79.9% are from a non-White British ethnic group
 - 71.2% live in Tottenham and 28.8% live in Hornsey and Wood Green
 - The single highest number of NEETs live in White Hart Lane ward

¹⁵ Definition of white is: White British, White Irish and Other White

¹⁶ Analysis of December 2011 JSA data

Jobs for Haringey Overview

Jobs for Haringey currently comprises an ESF Tri-borough programme (North London Pledge 3), Haringey Employment and Skills Team (HEST) delivery and the Haringey Jobs Fund, and will:

- Create up to **1,000 employability, skills and employment opportunities** for unemployed Haringey residents
- Support **200 Haringey residents into sustained employment** through a new tri-borough (Haringey, Enfield and Waltham Forest) ESF employment programme.
- **Support a minimum of 200 people into sustained employment** (for at least 26 weeks) through specialist Employability Support and Job Brokerage provision.
- **Create a minimum of 200 jobs** through the establishment of the Haringey Jobs Fund.

Jobs for Haringey Targets

ESF (NLP3)	2012/13	2013/14	2014/15	TOTAL
Registrations	200	400		600
Work Placements	40	80		120
Job Starts	96	192		278
Sustained Jobs (26 weeks)	0	127	65	192
HEST	2012/13	2013/14	2014/15	
Registrations	266	270		536
Job Starts	129	134		263
Sustained Jobs (26 weeks)	50	100	50	200
Haringey Jobs Fund	2012/13	2013/14	2014/15	
Jobs created	50	150	125	325
TOTALS	2012/13	2013/14	2014/15	
Registrations	466	670		1136
Job Starts	225	326		541
Sustained Jobs (26 weeks)	50	227	115	392
Jobs created	50	150	125	325

Funding

	LB Haringey	ESF	TOTAL
ESF (NLP3)	£500,000	£500,000	£1,000,000
HEST	£600,000		£600,000
Haringey Jobs Fund	£1,500,000		£1,500,000
TOTAL	£2,600,000	£500,000	£3,100,000

Jobs for Haringey Employability Support

The first vital step in a local economic development programme with a strong focus on sustained employment outcomes is to engage, recruit, assess and prepare local unemployed residents for opportunities that will arise from initiatives and developments.

To ensure that local residents can access and benefit from the jobs created from the Haringey Jobs Fund and wider employment opportunities, it is crucial that this employability support is in place.

The overriding aim of the employability support that forms part of JFH is to engage “socially excluded” residents who are not currently on a mainstream welfare to work scheme such as the Work Programme and support them into sustained employment.

Many socially excluded residents not in legitimate employment do not claim benefits (estimate of 178,000 across London)¹. Other groups such as lone parents and disabled residents, or those with a long-term illness, are not required to look for work and there is little support for or engagement of these groups. These residents, outside of the labour market, are defined as “economically inactive” and include:

- Employment Support Allowance claimants – disabled claimants or those with a long-term health issue
- Lone parents with children under the age of 5 claiming Income Support
- Residents not claiming an out-of-work benefit but may be claiming other benefits such as Carers’ Allowance, Disability Living Allowance, Housing Benefit and Council Tax Benefit.
- Residents not claiming any benefits

The JFH service is targeted mainly at economically inactive residents. JFH Employment Advisers actively engage residents through community outreach and partnership work with other agencies in the Borough supporting residents.

Once engaged a person will be offered a range of employability support including:

- Information, Advice and Guidance to overcome barriers to work
- One to one support with exploring job goals, tailoring CVs and job applications, job interviews and work trials
- Voluntary work placements with local employers that do not affect any benefit claims
- Pre-entry and entry-level ESOL courses for residents who were born outside the EU and have lived in the UK for less than 10 years
- Clinical Health & Wellbeing advice and support in managing health conditions in the workplace
- Workshops in retail and customer service skills and UK business culture

¹ London Skills & Employment Observatory (2011) *Work Programme in London: Information for stakeholders as the Work Programme starts*

- Support and careers advice from an employment advisor for up to 12 months after a person starts a job.

Jobs for Haringey provides wrap-around services such as voluntary work placements, vocational courses, workshops around preparing to start work, Health & Wellbeing advice, Adviser Discretionary Fund, transferring overseas qualifications and partnerships with other frontline services to help with specific barriers such as childcare, health, substance misuse, caring responsibilities, and housing, benefits, ESOL and mentoring etc.

Other Employment Programmes in north London

Enfield Council's employment programme is called JOBSnet and delivered directly by Enfield Council.

The main element is the North London Pledge 3 (NLP3) which is a co-ordinated approach to supporting workless residents across Enfield, Haringey and Waltham Forest, funded by London Councils/ESF and led by Haringey (**ESF tri-borough.**) The focus of the service is on economically inactive residents (as opposed to unemployed Jobseekers Allowance (JSA) claimants) and offers 1-2-1 employment support, work placements, workshops, training courses, Health & Wellbeing support and an Adviser Discretionary Fund.

To complement this, Enfield has recently set up the JOBSnet Employment Network (JEN). It is funded by S106 and WNF and its aim is to extend the scope of NLP3 to support more JSA claimants that approach JOBSnet. Edmonton Jobcentre is leading on referring both economically inactive and JSA customers to JOBSnet.

The JOBSnet team is a delivery team manager, and four "Job Brokers" based across a shop front in Edmonton Green and one in Ponders End (shared and only open part-time). They also have an IAPT clinician who is external to Enfield Council but is based in the JOBSnet office in Edmonton Green.

Waltham Forest's employment programme is called Worknet. They have a three year contract, called the Host Borough Programme, funded by the GLA and led by Hackney Council. This is a co-ordinated approach amongst the Olympics host boroughs to offer employment support and Olympics job opportunities to residents who have been economically inactive for more than 12 months. They are also delivering NLP3 as above (**ESF tri-borough.**)

All the delivery has been commissioned out to Reed in Partnership who have a Worknet shop front Leytonstone High Street. They have a Business Manager (equivalent to the HEST team manager), four Employment Advisers and access to other Reed provision such as the training provision and Health & Wellbeing advisers.

They have also negotiated to deliver from an office within the "One Stop Shop" Customer Service Centre on Hoe Street, Walthamstow. They have partnerships with

various organisations to do outreach at their offices, with a focus on social housing organisations, the most accommodating being Ascham Homes.

Islington Council broker job opportunities with local businesses and make them available to workless Islington residents. They have a focus on green jobs/sectors and use their influence through procurement and planning to get businesses to sign up to the scheme.

Islington do not have employment advisers supporting residents directly and rely on job applications from Jobcentre Plus. Work Programme customers are ineligible.

Hackney's employment programme is called Ways into Work. They are leading on the Host Borough Programme for the GLA (as in Waltham Forest above). They used to also fund a project aimed at social housing tenants delivered by Working Links. Otherwise they are delivering an apprenticeship programme with local businesses with a focus on what Hackney see as core industries within the borough including retail, media, creative and construction.



Haringey Council

Report for:	Overview & Scrutiny 29 April 2013	Item Number:	
Title:	Haringey Guarantee Review Update		
Report Authorised by:	Marc Dorfman, Assistant Director PRE		
Lead Officer:	Martin Tucker, Economic Development Manager		
Ward(s) affected: All	Report for Key/Non Key Decisions: Non-key		

1. Describe the issue under consideration

1.1 The Council's Overview and Scrutiny Committee carried out a review of the Haringey Guarantee in 2010/11. The review report main recommendations were:

- Haringey Council should continue to support the Haringey Guarantee so that all of those who need support get it and not just those who fall into the Work Programme Customer Groups.
- 18-24 Year olds should be mainstreamed in all programmes aimed at tackling worklessness in the borough.
- The Haringey Guarantee should re-visit and build on the work undertaken during the initial commissioning of the Haringey Guarantee in order to actively engage with local businesses, small business federations and trader associations
- Work should be undertaken, to identify who our local big employers are outside the public sector. These employers should be actively encouraged to recruit local residents for local jobs.
- Full Council/Cabinet to lobby the Greater London Authority through the new Local Enterprise Partnership to consider ways to overcome geographical barriers, both in terms of financial barriers and resident perceptions of travelling for work.
- That Full Council recognises that worklessness is not an individual issue but a household issue and continues to support the holistic approach which has been introduced by Haringey Guarantee projects such as Families into Work.



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- That the qualitative outcomes of any Haringey Guarantee project are given equal weighting to quantitative outcomes.
- 1.2 Following the funding cuts imposed by Central Government the Council was not able to continue the ABG funded Haringey Guarantee in its 2010/11 format. The Council has had to rethink its approach to tackling worklessness and the resources it employs to do this.
- 1.3 The Council developed a new approach to employment and funding from Council revenue which was agreed at Cabinet in March 2012 and a new programme Jobs for Haringey was launched in May 2012. A separate paper on Jobs For Haringey is presented to this Overview and scrutiny meeting.
- 1.4 In the interim 2011/12 a reduced programme continued which took on board a number of the recommendations of Overview & Scrutiny's Review of the Haringey Guarantee:
- The interim programme and new programme in 2012 will focus on those residents not supported by the Work Programme
 - The programmes will have a clear focus on young people with a 50% target for people under 25
 - The reduced core Delivery Team based on the Council's Employment Action Network and Families into Work will have a clear remit on employer engagement working with both small and large local businesses
 - The core Delivery Team will maintain the holistic approach developed by Families into Work and targets will include supporting parents into employment
- 1.5 In 2011/12 The Haringey Guarantee supported 150 residents into employment through the reduced core delivery Team and three externally commissioned providers.
- 1.6 The Haringey Guarantee ran from September 2006 to March 2012. In total 5,120 residents were supported with 1,204 starting work, with 71.5% of them sustaining employment for at least 13 weeks; 1,157 gained a qualification, 1,066 completed a work placement.

2. Cabinet Member introduction

- 2.1 The Overview and Scrutiny Committee made some very useful recommendations on the Haringey Guarantee. In the design of the Jobs for Haringey programme, the Council worked to incorporate these recommendations. In particular, Jobs for Haringey mainstreams 18-24 year olds into the programme and includes engagement with businesses. Other recommendations are being taken forward by other Council activities - the Families First programme is continuing to take a holistic



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family approach to worklessness issues, while I am picking up wider issues such as geographical barriers to work through the new London Stansted Corridor Consortium, which is driving improvements in economic development throughout the sub-region.

3. Recommendations

- 3.1 **That the Overview and Scrutiny Committee note this report and final outturn figures for the Haringey Guarantee**
- 3.2 **That the Overview and Scrutiny Committee consider the separate report on the Jobs for Haringey programme.**

4. Background information

The Haringey Guarantee was the Council's flagship programme tackling worklessness and ran from September 2006 until March 2011.

In that time 5,120 residents were supported with 1,204 starting work, with 71.5% of them sustaining employment for at least 13 weeks; 1,157 gained a qualification, 1,066 completed a work placement. The Guarantee also supported schools to offer vocational options to Key Stage 3 and 4 students and vocational advice, workshops and industrial placements to KS4 students. (see Appendix 2.)

5. Comments of the Chief Finance Officer and financial implications

- 5.1 Haringey Guarantee activities were previously funded by a £1.2m allocation of Area Based Grant monies. As this funding was no longer available in 2011-12, the Council allocated £500k budget for Worklessness projects in 2011-12 as an interim measure whilst other options were developed.
- 5.2 The Council committed £500,000 to supporting residents into employment in 2010/11 and this covered the costs of an interim programme with a reduced delivery team plus funding specific interventions focussing on young people and parents.

6. Head of Legal Services and legal implications

N/A

7. Equalities and Community Cohesion Comment

- 7.1 A full Equality Impact Assessment was carried out in 2011/12 at the time of budget reductions.
- 7.2 The new jobs for Haringey programme has clear equalities targets around young people, people from BAME communities, women, people with disabilities and parents.



Haringey Council

8. Use of Appendices

Appendix 1 - Overview and Scrutiny Review of the Haringey Guarantee Recommendations and Response

Appendix 2 – History of the Haringey Guarantee



Haringey Council

Appendix 1: Overview and Scrutiny Review of the Haringey Guarantee Recommendations and Response

Overview and Scrutiny Review of the Haringey Guarantee

The Council's Overview and Scrutiny Committee carried out review of the Haringey Guarantee during 2010/11. The key findings of its report published in March 2011 were:

- There is a need to focus on 18-24 year olds in any local programme around worklessness.
- Greater engagement is needed with local businesses to highlight the Haringey Guarantee and get local jobs for local people.
- There is a challenge in moving away from public sector jobs to private sector jobs.
- The holistic approach used by the Haringey Guarantee projects is beneficial to local residents.
- Commissioning for outcomes should be continued where possible, alongside the Work Programme output measures (should the Haringey Guarantee become a sub-contractor).

It recommended that:

Future of the Haringey Guarantee

Haringey Council should continue to support the Haringey Guarantee so that all of those who need support get it and not just those who fall into the Work Programme Customer Groups.

That the qualitative outcomes of any Haringey Guarantee project are given equal weighting to quantitative outcomes.

That the Haringey Guarantees continues with it's flexible approach in order to shape itself for the new Work Programme whilst continuing to support the most vulnerable into work.

18-24 Year olds

18-24 Year olds should be mainstreamed in all programmes aimed at tackling worklessness in the borough.

Work with Local Businesses

Haringey Council should continue to regenerate Tottenham and lift its profile in order to facilitate a positive perception of N17.



Haringey Council

The Haringey Guarantee should re-visit and build on the work undertaken during the initial commissioning of the Haringey Guarantee in order to actively engage with local businesses, small business federations and trader associations to:

- Gain an understanding in the skill set they are looking for in potential employees.
- Promote the Haringey Guarantee brand.
- Work to reduce the perceived stigma of people with mental health needs and those who have been on Incapacity Benefit.
- Work to reduce the perceived stigma of N17.
- Get local businesses to sign up to the 'Job ready' Haringey Guarantee stamp.
- Encourage the recruitment of local people in local jobs.
- Identify opportunities for apprenticeships.

Work should be undertaken, to identify who our local big employers are outside the public sector. These employers should be actively encouraged to recruit local residents for local jobs.

Geographical Barriers

Full Council/Cabinet to lobby the Greater London Authority through the new Local Enterprise Partnership to consider ways to overcome geographical barriers, both in terms of financial barriers and resident perceptions of travelling for work.

Where possible and practical the Haringey Guarantee should build travel confidence training in its support package.

Haringey Guarantee projects

That Full Council recognises that worklessness is not an individual issue but a household issue and continues to support the holistic approach which has been introduced by Haringey Guarantee projects such as Families into Work.

Consideration to be given to ways in which the council can support the continuation of this holistic approach and where resources allow replicate principles of Families into Work model in other areas where this may add value.

Meganexus

That Meganexus' capabilities are effectively and fully utilised by all providers under the Haringey Guarantee.

Response

In determining its response to Overview and Scrutiny Review of the Haringey Guarantee the Council has had to consider how best to meet the ongoing challenge of worklessness in the borough.



Haringey Council

The Council has committed £500K in 2011/12 to tackle worklessness and developed a new approach to tackle worklessness in 2012.

An interim programme for 2011/12 was delivered while work is underway in developing a new approach and programme for 2012 onwards. While addressing Overview and scrutiny's recommendations an interim programme needs to extract best value for money and outcomes and deliver to residents and areas not covered by DWP mainstream provision.

The Council agreed a new approach to worklessness at its Cabinet meeting in March 2012 to support four key objectives:

- 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

The Council agreed a total investment in a new programme of £2m which included a £500,000 investment in a new tri-borough ESF employability and job brokerage programme and £1.5m investment in a new Haringey Jobs Fund job creation scheme. £600,000 had already been committed to delivery of employability support and job outcomes over 2 years 2012/13 and 2013/14 by the Council's in-house delivery team HEST based in Tottenham.

The new Haringey employment programme was launched in May 2012 – **Jobs for Haringey**. It complements the range of Government funded programmes operating in the borough – principally the Work Programme and SFA funded training provision – through **engaging and supporting those residents NOT eligible for these programmes**.

Jobs for Haringey currently comprises the Haringey Jobs Fund, an ESF Tri-borough programme North London Pledge 3 and the in-house Haringey Employment and Skills Team (HEST) delivery.

Jobs for Haringey is the successor programme to the Haringey Guarantee.



Haringey Council

Appendix 2 – History of the Haringey Guarantee

A new strategic approach

The first ideas around the Haringey Guarantee were captured in an Enterprise Board report in March 2006. The report called for a new approach to tackling worklessness as “previous interventions [such as SRB projects] were weak strategically and did not link adequately to wider agendas and strategies including regional employment and skills interventions, education, disability, welfare reform.” Furthermore, while these interventions on average were delivering 2,000 jobs per year the stock of workless continued to grow the gap between the Haringey and national employment rates widened.

A step change in the strategic approach to tackling worklessness in Haringey was called for to adequately improve the local employment rate. This approach would have two main tenets: **1) To achieve long-term change we need to stem the flow of new workless; and 2) To increase the numbers moving from worklessness into employment.**

There also needed to be closer strategic links to other agendas and themes such as education, children’s services, social services, welfare reform, anti-poverty, housing needs and development, capital developments, sub-regional and regional developments and opportunities.

Core populations were suggested at which employment programmes needed to be targeted at:

- Those in contact with Haringey Council and other public services
- Young People
- Incapacity Benefit claimants
- Workers in low paid/low skilled employment.

This new approach to tackling worklessness was approved by the Enterprise Board.

Haringey Guarantee Phase 1 – September 2006 to March 2008

Using funding from the Safer and Stronger Communities Fund (SSCF) the Enterprise Board approved a package of employment interventions to tackle worklessness in Bruce Grove, Noel Park and Northumberland Park at its July 2006 meeting.

Six interventions (and an embedded evaluation) were commissioned focusing on the core populations listed above.

Linking the interventions was the “Haringey Guarantee” and all partners signed up to the following principles:

- A quality service for all beneficiaries;



Haringey Council

- An entitlement to services from partners including information, advice and guidance, priority interviews for college programmes and places;
- Partner commitments to offer real work experience/placements and volunteering opportunities; and
- Guaranteed interviews for programme beneficiaries applying for employment opportunities with partners. Guaranteed interviews will be given to people who have participated in the programme – through college places, work placements, referred through advisors based in services – and who meet a job's person specification.

Evaluation

CSC Regeneration & Research Consultants were commissioned to undertake the embedded evaluation of the programme which began at the start of the programme.

Monitoring

An electronic monitoring system was devised by CSC which all interventions used to provide information on progress, any shortfalls in outputs and spend and will enable any remedial actions.

These projects began to operate from September 2006 and were piloted up to March 2008. Over this period 169 people were supported into sustained employment.

Local Area Agreement

Haringey's first Local Area Agreement (LAA) with central Government was introduced in April 2007. Two overarching employment targets were included in this LAA to: 1) reduce the working age benefit¹ claim rate in Haringey's worst performing wards; and 2) to reduce the gap between the claim rate in the worst performing wards and the national (England) average. In both cases the reduction target was 2 percentage points to be achieved by March 2008.

Also included in the LAA were two stretch targets that would derive a financial reward if achieved. The targets run up to March 2010 and are described below:

- 230 people from the worst performing wards helped into sustained work, broken down as:
 - 120 long-term (6 months +) Job Seekers Allowance claimants
 - 110 lone parents

¹ Working age benefits include: Job Seekers Allowance, Incapacity Benefit, Severe Disablement Allowance, Income Support (IS) with a child under 16 and no partners, Carers Allowance, Other IS (including IS Disability Premium), Pension Credit under State Pension age, Disability Living Allowance, Widows Benefit, Bereavement Benefit and Industrial Death Benefit.



Haringey Council

- 180 long-term (6 months +) incapacity related benefit² claimants helped into sustained work.

These targets will be delivered by the Haringey Guarantee and resulted in the coverage of the Guarantee being stretched from 3 wards to 12. These wards are:

- St Ann's
- Seven Sisters
- Tottenham Hale
- Tottenham Green
- Bruce Grove
- Noel Park
- Northumberland Park
- West Green
- Woodside
- White Hart Lane
- Bounds Green
- Hornsey

The introduction of the Local Area Agreement also resulted in the funding for the Haringey Guarantee being switched from the SSCF to the Neighbourhood Renewal Fund (NRF).

Worklessness position statement

The Economic Regeneration team produced a worklessness position statement in July 2007, which placed the Haringey Guarantee in the context of regional and national welfare to work policy agenda. The statement concluded that the Haringey Guarantee was well placed to meet and these agendas and that mainstreaming the Guarantee was “the best way of delivering successful worklessness reduction outcomes in the borough.” These conclusions were supported by Haringey Council and agreement was given to the Haringey Guarantee continuing beyond its pilot stage.

Haringey Guarantee Phase 2 – April 2008 to March 2009

NRF was replaced by the Working Neighbourhoods Fund (WNF) in April 2008. WNF is a funding stream on tackling worklessness and boosting enterprise in deprived areas (unlike the NRF, which had a much wider focus on general deprivation) and is an element of the Area Based Grant (ABG) – a flexible pot of money for local areas to spend on meeting the priorities set out in their LAA.

² Incapacity related benefits include: Employment and Support Allowance, Incapacity benefit, transitionally protected Severe Disablement Allowance, Income Support (on the basis on incapacity) and National Insurance credit (on the basis on incapacity).



Haringey Council

In order to best manage the transition from NRF to WNF the Haringey Strategic Partnership (HSP) decided that all NRF projects would be funded in 2008/09 subject to a review to determine their suitability for continued funding from 2009/10.

This meant that the core projects that were part of the Haringey Guarantee remained in place. However, a number of changes were made to the core programme, namely:

- Managerial responsibility for the Employment Action Network was transferred from the Council's Neighbourhood Management Service to the Economic Regeneration Service.
- Two additional Haringey Guarantee projects were introduced covering:
 - Security training – delivered by Aidevian Consultancy
 - Childcare training – delivered by KIS Training

The review that was carried out confirmed continued funding for the Haringey Guarantee for the years 2009/10 and 2010/11.

One gap identified in the Haringey Guarantee was an integrated approach to employer engagement. This was addressed in February 2009 with the launch of the Employer Zone, a strategic partnership on employer engagement developed with the two main Train2Gain consortia in the borough led by CoNEL and KIS Training.

The partnership delivers employer engagement through an employer sales team/employer call centre which conducts initial contacts with employers undertaking initial brokerage, skills analysis and delivers bespoke training packages to workless residents based on employers identified needs. This delivers cohort(s) of trained people who can be matched with employer vacancies.

Support/post-employment mentoring involves the Train2Gain providers delivering workforce development training to employers and is an integral part of an enhanced offer to employers accessing the Employer Zone.

Local Area Agreement

Haringey's LAA was refreshed in April 2008 and in light of the introduction of a new national performance regime, which included a set of new National Indicators to form the core of all LAAs, the two overarching employment targets were replaced by a single one to: reduce the out of work benefits³ claim rate in the worst performing neighbourhoods by 4.7 percentage points by 2010/11. The stretch targets remained unchanged.

Families into Work

In July 2007 a high level strategic group of key partners convened to discuss innovative and joined up means of addressing problem areas and closing the gap. It was agreed that some feasibility work would be carried out into the possibility of targeted holistic intervention in the ward which could contribute to the strategic objectives of the Local Area

³ Out of work benefits include: Job Seekers Allowance, Incapacity Benefit, Employment and Support Allowance, Severe Disablement Allowance and Income Support.



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Agreement and provide a template for good practice in further neighbourhood level interventions both in the Borough and elsewhere.

The Families into Work' initiative would develop a multi-agency approach in Northumberland Park to address wider social exclusion issues by identifying a sample of families to work with intensively to improve life chances. This would focus primarily on addressing worklessness but also provide an interface with a raft of other service provision across all thematic areas.

A service audit was carried out in October 2007 to determine what was being delivered, by whom in Northumberland Park what could be done differently. Based on this a Business Case was developed, which confirmed a project that would operate over the lifetime of the new LAA 2008-2011(3 years).

The intervention was to initially work with 50 families in year 1 building up to 100 families in year 2, with all families being supported over a two year period to include ongoing in-work support and career development and tackling other issues that may hinder prospects of sustained employment.

This Business Case was approved by the Enterprise Board in March 2008 and funding from the Area Based Grant was secured to establish the project, which was officially launched in October 2008 with a team of 3 staff based in the Neighbourhood Resource Centre in Northumberland Park.

North London Pledge

The North London Pledge is a LDA Funded £1.51million integrated employment and skills programme bringing together co-ordinated resident engagement through clear points of access in the 3 boroughs of Enfield, Haringey and Waltham Forest, quality inductions/assessments linked to clear pathways into employment including pre-employment skills training including Basic Skills, skills development, work trials and placements, a condition management programme, job brokerage and post-employment in-work support. A total of £600,000 has been allocated to 2008/09 delivery of the programme with £910,000 in 2009/10.

Haringey Council is the accountable body for this programme and will undertake programme management, administration and financial probity roles including liaising with the LDA on behalf of the 3 boroughs and compiling and returning quarterly finance claims and all monitoring information required by the LDA.

Haringey Guarantee Phase 3 – April 2009 to March 2011

The HSP conducted a review of the Area Based Grant was carried out over July and August 2008

The review recommended that as the ABG is allocated to local authorities on a 3 year basis this stability should be extended to HSP thematic boards and that theme boards will



Haringey Council

receive two year allocations of ABG from April 2009. The two year allocation for the Enterprise Board was confirmed at £3m.

At its meeting on 10 December the Enterprise Board agreed that an Enterprise Board Commissioning Prospectus and Plan should be developed outlining the strategic approaches to commissioning, tackling worklessness, skills development, business support and enterprise as well as identifying gaps in provision, examples of good practice and setting out priorities for programmes of activity and interventions with its funding allocation. The Prospectus was also to include guidelines for partners and external agencies to apply to deliver programmes of activity and interventions and the process whereby commissioning will be determined and approved.

This Prospectus was drafted in consultation with Enterprise Board members and other relevant stakeholders, and was first presented at a special meeting on 13 February 2009. Following further refinements, the Prospectus was approved at the next full Board meeting on 9 March 2009 and published on 10 March 2009 with the closing date for applications being 3 April 2009.

The Prospectus confirmed that the Haringey Guarantee would continue to support the borough's residents furthest from the labour market. However, as a response to the impact the UK recession is having on the labour market a new intervention was introduced to support the newly unemployed i.e. people out of work for less than 6 months.

A total of 86 applications were received in response to the Prospectus and these applications were technically appraised by the Council's Economic Regeneration team. Funding recommendations were made to an Appraisal Panel, comprised of Enterprise Board members, which were endorsed and approved at the next full meeting of the Enterprise Board on 5 May 2009. A list of the phase 3 Haringey Guarantee projects is provided below:

INTERVENTION	PROVIDER(S)
Schools	Northumberland Park School and Windsor Fellowship
Employment Advice and Job Brokerage (1)	Positive Employment
Employment Advice and Job Brokerage (2)	Working Links
Public Services	Working Links
Health Services	NHS Haringey



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INTERVENTION	PROVIDER(S)
Volunteering/work placements	North London Partnership Consortium
Vocational training and support	Aidevian Consultancy (security training), 2XL Training Ltd (Social care training) and Fashion Enter (fashion training)
Careers advice/in work support	Not commissioned
Employer/Business Engagement	KIS Training
Evaluation	Ecotec (note: a separate appraisal panel was convened to determine this provider)
Monitoring	Greater London Enterprise (note: a separate assessment panel made up of the members from the Council's Economic Regeneration team was convened to determine this provider)
Employment Network**	Action Haringey Council
Families into Work**	Haringey Council



Haringey Council

Report for:	Overview and Scrutiny Committee – 29 th April 2013	Item No.	
Title:	Council Property Portfolio and Property Review		
Report authorised by	Lyn Garner – Director of Place and Sustainability		
Lead Officer:	Dinesh Kotecha – Head of Corporate Property Services Tel: 020 8489 2101 e-mail: dinesh.kotecha@haringey.gov.uk		
Ward: (N/A)	Report for: Non-key decision		

1. Describe the issue under consideration

The report provides Overview and Scrutiny Committee with an overview on the council's property portfolio, strategy and objectives, current reviews and activities so that the Committee can consider the scope of its planned review.

2. Cabinet Member Introduction

The council's property holdings represent a significant resource that should be aligned to achievement of the council's overall objectives. The current review in particular is enabling the re-shaping of the portfolio to reflect service delivery, regeneration and financial priorities.

3. Recommendations

The Committee is asked to comment on the areas to be covered in the review.

4. Alternative options considered (not applicable)

5. Background information

Overall principles and objectives

5.1 The council's property is utilised and managed as a resource that can be deployed to support the council's plans and objectives and delivery of effective services. Consequently, the over-riding principle is that the use of council buildings should support (and be justifiable in terms of) contribution to the council's overall objectives and business plan.

5.2 Property contributes to the achievement of council objectives in the following ways:-

- **Service delivery** - To support quality service delivery through providing premises that best meet the service needs in terms of overall suitability (including location, condition, facilities).
- **Regeneration** - Identifying and creating opportunities for physical and economic regeneration (e.g. by contributing to regeneration scheme site assembly or promoting sustainable work spaces)
- **Financial** - Generation of capital receipts to support the capital programme and achievement of revenue savings through efficiencies.

5.3 Since the implementation of Corporate Property Management in recent years, it has been possible to strengthen and better co-ordinate property management across the council in line with the principle of corporate ownership and decision-making on strategic and significant issues related to property. For instance, a single prioritised repair and maintenance programme has now been put in place.

5.4 Budget reductions and changes in service delivery in recent years have led to a reduction in the council's overall portfolio and the ongoing need to find further efficiencies and deploy the remaining portfolio to best effect. The following assumptions currently guide strategy in considering property requirements in the future:

- A changing focus will see public services increasingly delivered across a wide range of service providers including public, voluntary and third sector as well as private sector.
- Less building based provision or disengagement from "non-core" services leading to a reduction in overall building requirements
- Disposal or transfer of assets as part of contracted, externalised or commissioned services or community demand.

Property Review

5.5 The Property Review currently being undertaken is re-aligning the portfolio in response to the changes outlined above. This also includes reviewing the council's asset holdings to explore and determine options for re-shaping the estate - including

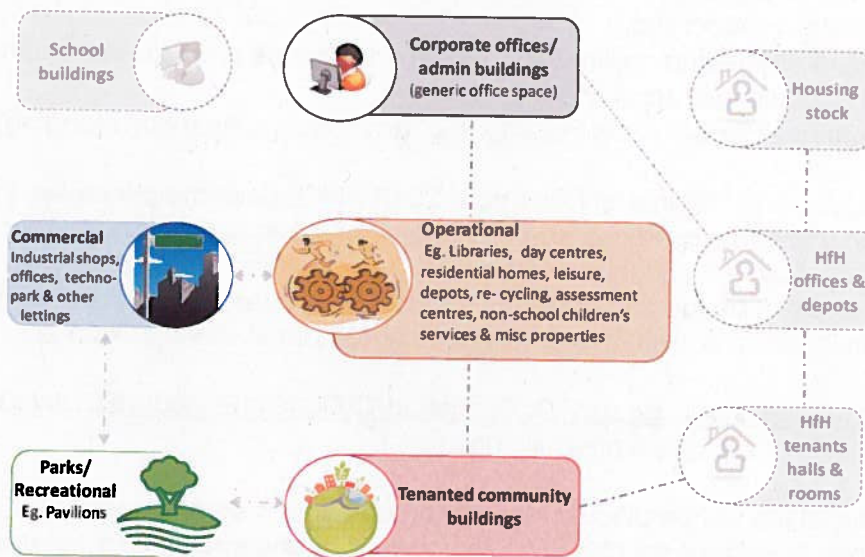
opportunities to achieve key regeneration and community priorities, release locked-in value and secure savings in running costs.

5.6 The diagram below illustrates the main types of property which the council holds. However, in practice uses often cross over between different types of buildings so these are not necessarily rigid boundaries as to usage. With a declining number of properties, it has become increasingly important to look flexibly across all portfolios for opportunities to meet service accommodation needs and achieve rationalisation of usage where possible.

The following properties are not included in the current review so are not specifically covered in this report:

- schools and housing stock as they are not directly managed by the council
- operational buildings (e.g. leisure centres) that have transferred to external managing agencies. Parks buildings such as pavilions which generally remain under control of Leisure Services with several leased to external organisations, some of which provide leisure related or community facilities.
- Properties on long leases to partner organisations

Council Buildings - Overview



The review is focusing on the areas of the overall portfolio highlighted above and more detail on each area is provided below along with information of the buildings in each area provided as appendices.

5.7 In reviewing properties, two key principles have been adopted:

- There should be an identifiable benefit or reason for holding each property, whether because of a service delivery need or an identified future objective such as regeneration.
- Where retention of a property is no longer justified, locked in potential should be released either through direct disposal to generate a capital receipt or by deploying the asset towards some other beneficial objective such as regeneration.

A standard format has been used to assess the future requirement or options for individual properties which considers a range of factors from fitness for purpose to potential for regeneration. Relevant interests and users have been consulted as appropriate on options emerging from the process.

Review activities

5.8 Community Buildings portfolio

This part of the review is focusing on aligning the use of the portfolio with the Voluntary Sector Strategy objective of enabling fairer access to assets and community spaces by providing support to Voluntary Sector organisations in accessing and sharing high quality premises.

As well as improving usage and widening access, the review also aims to improve the overall quality, suitability and sustainability of the portfolio and shares with other parts of the property review, an additional objective of identifying regeneration opportunities.

The principal activities of the review initially have been:

- Evaluation of buildings – condition, investment need and suitability for other options (e.g. regeneration).
- Analysis of usage and community benefit – the range and extent of community activity enabled and supported
- Assessment of tenant sustainability (e.g. governance, financial standing)

Following a report to Cabinet in December 2012 (link below) the principles for future decisions on individual buildings and tenancies has been agreed and further work is currently underway in conjunction with community buildings tenants to validate the desktop analysis of usage and generate a better understanding of community benefits currently arising from activities and services carried out in these buildings

<http://www.minutes.haringey.gov.uk/Published/C00000118/M00006015/AI00031702/PropertyReviewCouncilCommunitybuildings.pdf>

Improvement plans will be discussed with tenants and in some cases there will be a need to consider options for changing the current arrangements to meet the objectives of the review. If this is required options appraisals will be prepared following engagement with the relevant communities and reports will be submitted to obtain decisions.

Corporate offices and administrative buildings

5.9 The number of buildings in the office portfolio has reduced significantly over recent years by consolidating back office, administrative and technical services in larger buildings that support generic space efficient layouts.

5.10 The review of offices has focussed on the following key activities in the past year:

- Addressing changes and reductions in the council's staffing establishment and working with directorates and business units to further consolidate teams into the core portfolio to be retained in the longer term. This is enabling the release of a

number of smaller buildings, some of which have already been disposed and others are being programmed for vacation and disposal.

- Reviewing the Smart Working office standards to achieve even greater space utilisation by improving facilities to support team working and productivity. This has resulted in proposals for further reducing the total space to be retained for back office functions and thereby contribute to financial efficiency.
- Reviewing options for individual buildings within the offices portfolio to assess scope for leveraging these assets to contribute to social and economic regeneration and wider council priorities.
- Seeking accommodation solutions for the relocation of a range of specialist services and functions to enable the release of buildings surplus to requirements.

Subject to completion of the above strands of work and consideration of all options, the review will make recommendations on the medium to long term office portfolio requirements. Currently it is anticipated that the main offices will remain in Wood Green with disposal of the Civic Centre site achieved in line with the existing Accommodation Strategy. On this basis, the office portfolio based on the existing office cluster in Wood Green could be as follows:

(Wood Green offices)	Tenure	Comments
River Park House	Freehold	Large building supporting space efficient use
Woodside House	Freehold	Suitable for ancillary and non-standard administrative functions
Alexandra House	Leasehold to 2021	Large building supporting space efficient use with potential for regeneration in longer term.
48 Station Road	Leasehold to 2023	Less space efficient buildings with potential for regeneration in longer term. Current projections indicate that a target of releasing one of these buildings within the next 3 years may be feasible
40 Cumberland Road	Leasehold to 2026	

Current issues:

- Offices in Wood Green and Tottenham - Decisions about the future provision of Customer Service Centres (e.g. size, format and location) will influence plans for long term office accommodation in Wood Green and Tottenham. Options are currently being explored, and will include consideration of any opportunities for triggering wider regeneration schemes in conjunction with providing council office premises.
- Civic meetings and functions - there has been a longstanding intention to dispose of the Civic Centre site subject to re-location of services and functions from the building. The more specialist re-provision required for council meetings and ceremonial functions (such as weddings) is currently subject to exploration of options that could make best use of building capacity available within the existing portfolio.

5.10 Corporate Operational buildings

These are buildings from which services are (or were) delivered directly. A number have become surplus to council requirements because of service changes and have either been sold or earmarked for incorporation in wider regeneration plans. To date five properties have been sold producing capital receipts of around £5m as well as reducing premises running costs and longer term repair and investment liabilities.

The first priority has necessarily been to consider buildings that have become surplus to council requirements but the review is also looking at all operational premises to identify opportunities for rationalisation or regeneration as well as establishing the long term plans or potential for buildings that are currently being retained.

Where appropriate a structured approach has been adopted looking at groups of similar properties (e.g. depots, residential homes) in addition to reviewing properties on a case by case basis.

Once a property has been identified as surplus to occupying service requirements, consultation takes place with a cross-service group inviting expressions of interest if premises could be put to a suitable alternative use. If no such proposals are forthcoming, the property is declared surplus to council requirements and suitable for disposal. A further evaluation is undertaken of the benefit that can be derived from surplus property, whether through direct sale to generate capital funding or to meet some other council objective such as longer term physical or economic regeneration.

The process is ongoing and involves looking across all portfolios and at all potential uses in considering how properties can best be utilised.

5.11 Commercial portfolio

The commercial portfolio was last reviewed in 2008/9 when there was a strong focus on financial performance and regeneration potential on a property by property basis. The current review will additionally look at the over-arching aims and objectives of holding the portfolio, particularly in relation to the council's economic regeneration objectives. A working group has been established and will progress the review over the summer. Key activities will be:

- To clarify the principles and focus for holding the council's commercial property portfolio
- To redefine the regeneration principles of the portfolio (i.e. creating opportunities for new businesses as well as existing tenants).
- Repositioning the portfolio and modelling the optimum size in terms of income, capital, regeneration and community benefits.
- Consider options for managing the portfolio.
- Consider regeneration and redevelopment opportunities and links with the council's current regeneration plans.
- Link with other areas of the Property Review.

5.12 Upcoming milestones

Offices and operational portfolios	
Draft long term plan for consolidation of office portfolio, options for future provision of Civic functions and proposals for customer service centre.	July 2013
Decisions on property disposals, refurbishments and rationalisation programme	September 2013
Recommendations for other operational properties to realise housing, regeneration and financial outcomes as appropriate	On-going
Community buildings	
Complete tenant engagement to assess community benefits and scope for widening access	July 2013
Recommendations for changes based on prioritised needs and opportunities to realise regeneration and community benefits	September 2013 on going
Commercial estate	
Final report of the independent property consultancy on options for the future retention and management of the portfolio	September 2013
Recommendations for changes to realise social and economic regeneration benefits from the portfolio and improve financial efficiency.	November 2013

6. **Comments of the Chief Finance Officer and Financial Implications**

It is assumed that the costs of this review can be contained within existing budgets. If there are any additional costs, funding will need to be identified and agreed before related work can be undertaken.

7. **Head of Legal Services and Legal Implications**

Legal Services note the content and have no further comments at present.

8. **Equalities and Community Cohesion Comments**

Equalities and community cohesion implications of emerging proposals will be considered and impact assessments will be carried out as appropriate.

9. **Policy Implications** The review objectives are in line with Corporate Asset Strategy.10. **Reasons for Decision** (not applicable)11. **Use of Appendices**

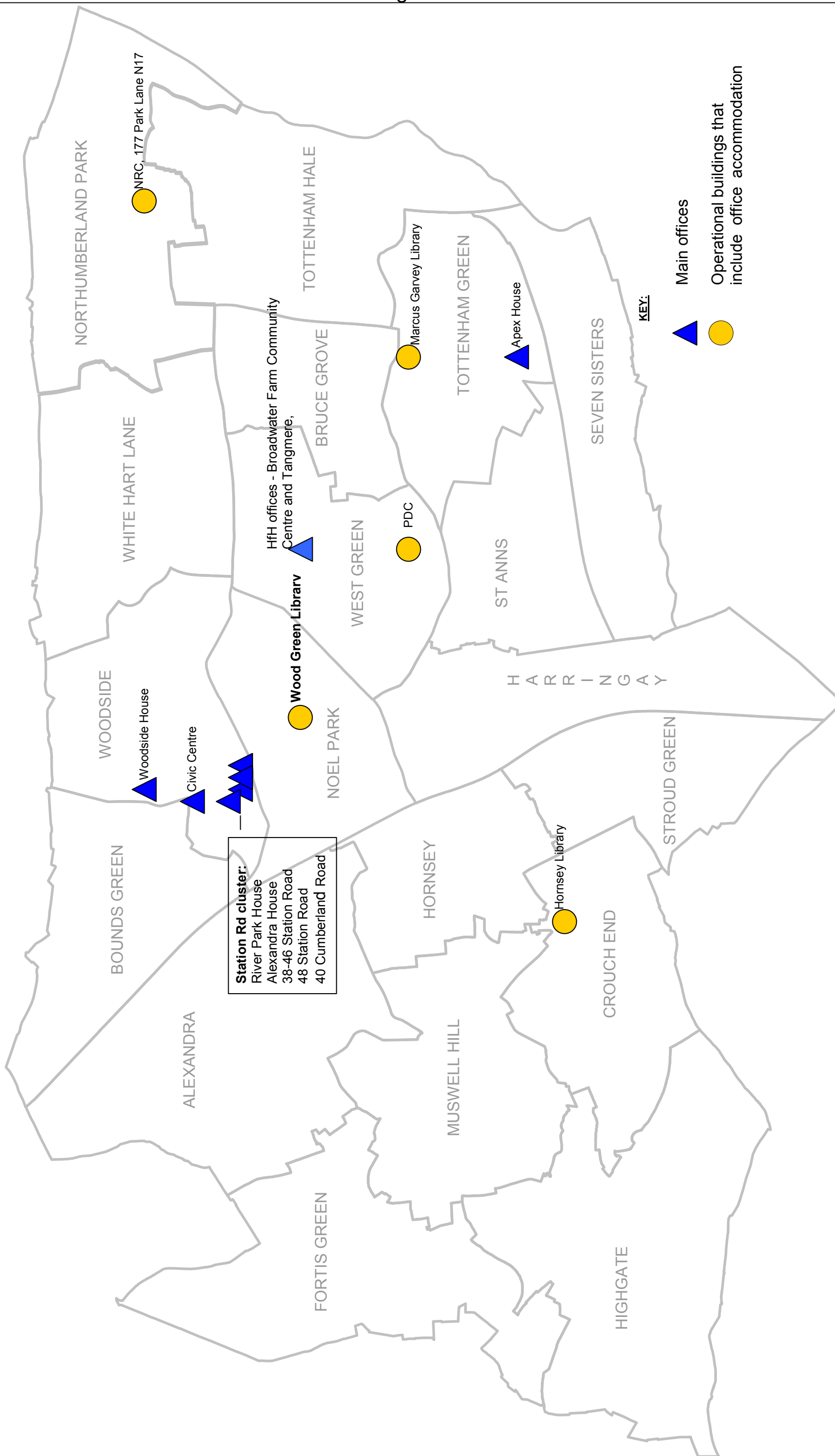
Appendices 1 – 4 - details of community, office, operational and commercial portfolios respectively.

12. **Local Government (Access to Information) Act 1985** (See link para 5.8).

Ref	Community Building	Tenant	Ward	Council Land Interest	Lease Expiry / End Date
1	Cypriot Community Centre, Earlham Grove N22	Association of Cypriot Organisations	Woodside	Freehold	10/04/2001
2	West Indian Cultural Centre, 9 Clarendon Road N8	African Caribbean Leadership Council	Noel Park	Freehold	24/01/2115
3	Jackson's Lane Community Centre, Archway Road N6	Jackson's Lane Community Association	Highbury	Freehold	11/08/2013
4	6 Caxton Road N22	UK Islamic Cultural Centre	Noel Park	Freehold	Tenancy at Will
5	8 Caxton Road N22	Council Of Asian People	Noel Park	Freehold	05/04/2010
6	10 Caxton Road N22	UK Islamic Cultural Centre	Noel Park	Freehold	27/07/2077
7	Irish Community & Cultural Centre, Pretoria Road N17	Haringey Irish Cultural and Community Centre Ltd	Northumberland Park	Freehold	15/02/2027
8	Fairfax Hall, Portland Gardens N4	Kurdish Community Centre	St Ann's	Freehold	19/09/2026
9	628-630 Green Lanes N8	Turkish Cypriot Community Association	Haringey	Freehold	07/08/2022
10	Selby Centre, Selby Road N17	The Selby Trust	White Hart Lane	Freehold	21/01/2022
11	Chestnuts Community Centre, 280 St. Ann's Road N15	Chestnuts Community & Arts Centre Ltd	St Ann's	Freehold	31/07/2012
12	Lord Morrison Hall, Scales Road N17	Afro International Theatre Productions	Tottenham Hale	Freehold	30/06/2012
13	Stationers Community Centre, Mayfield Road N8	Hornsey Vale Community Centre	Stroud Green	Freehold	12/05/2016
14	Winkfield Road Community Centre, Winkfield Road N22	The Greek Parents Association	Woodside	Freehold	10/12/2012
15	Tottenham Community Sports Centre, 701-703 High Road N17	Tottenham Community Sports Centre Ltd	Northumberland Park	Freehold	31/03/2052
16	Whitehall & Tenterden Community Centre, Whitehall Street N17	GRACE Organisation	Northumberland Park	Freehold	08/12/2006
17	Park Lane Community Centre, 46 Park Lane N17	Trustee Of Cherubim & Seraphim Church	Northumberland Park	Freehold	22/12/2012
18	Northumberland Park Women's & Children Centre, Somerford Grove N17	Ilse Amlot Centre for Women & Children	Northumberland Park	Freehold	13/01/2017
19	Haringey Grove Community Centre, Denmark Road N8	Greek Cypriot Women's Association	Haringey	Freehold	30/06/2012
20	8-10 Bedford Road N22	J.A.N. Trust	Alexandra	Freehold	19/05/2012
21	St.Mary's Community Centre, Birkbeck Road N8	Kurdish Advice Centre	Hornsey	Freehold	20/12/2009
22	157 Gloucester Road N17	Broadwater Community Enterprise Workshops (1992) Limited	West Green	Freehold	12/05/2013
23	Enterprise Centre (Units 1-21) 1a Willian Road N17	Broadwater Community Enterprise Workshops (1992) Limited	West Green	Freehold	03/04/2015
25	Winkfield Resource Centre, Portacabins R/O 33 Winkfield Road N22	The Haringey Phoenix Group	Woodside	Freehold	Tenancy at Will
26	594 High Road N17	African Women's Welfare Group	Tottenham Hale	Leasehold (to 2060)	28/05/2011
27	The Old School House, 136 Tottenham Lane N8	Hornsey Historical Society	Hornsey	Freehold	04/10/2009
28	Milton Road Community Centre, N15	Kori Arts	Tottenham Hale	Freehold	05/05/2012
29	Markfield Road, London N15	Markfield Project	Seven Sisters	Freehold	23/06/2009
30	Mitalee Centre, Stanley Road N15	The Bangladesh Women's Association in Haringey Ltd	St Ann's	Freehold Tenant owns Building	31/10/2040
31	Woodside Park (Former Medical Depot), High Road N22	I Can Care Ltd	Woodside	Freehold	31/08/2021

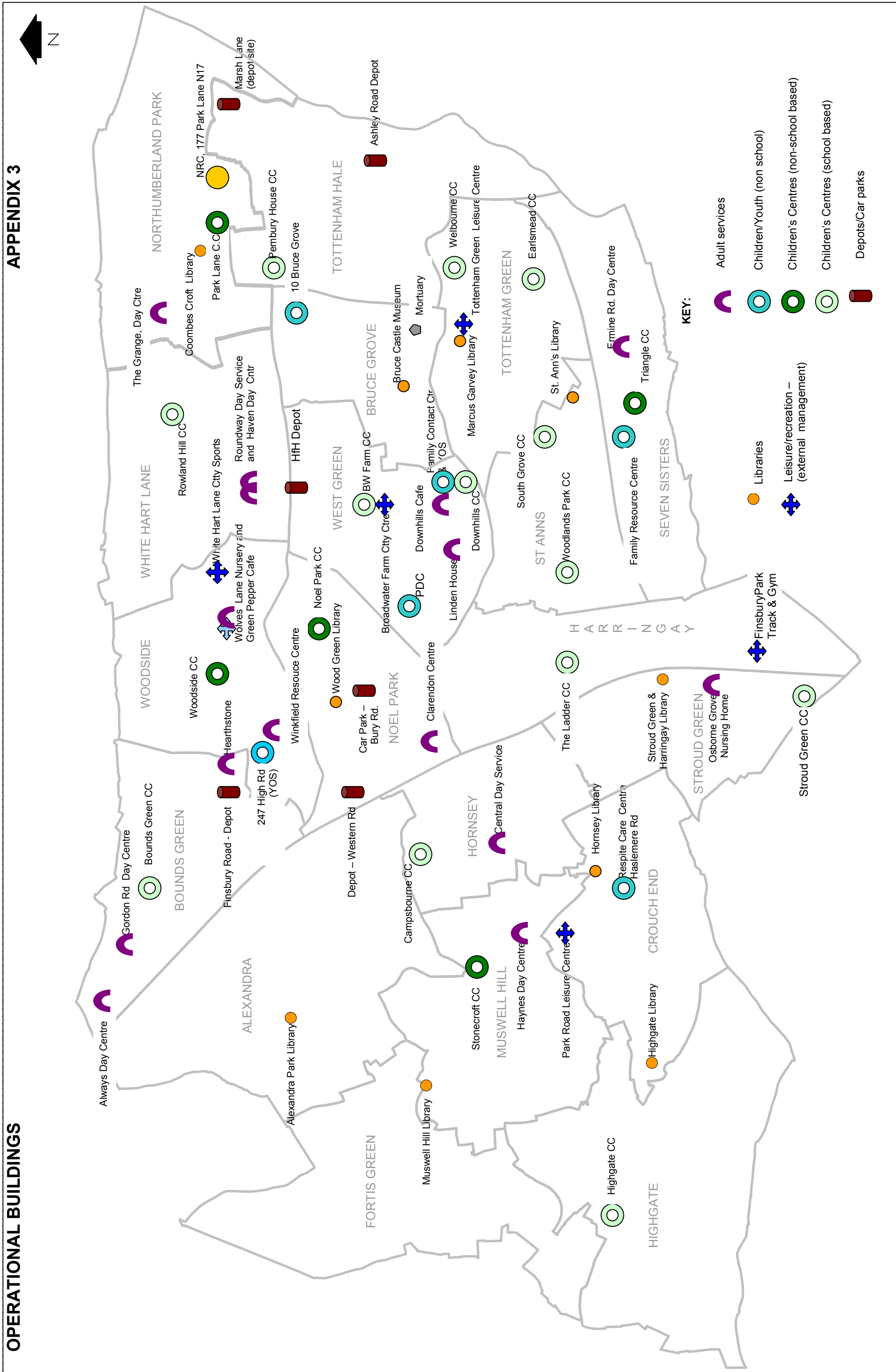
APPENDIX 2

MAIN OFFICES AND ANCILLARY OFFICE USES



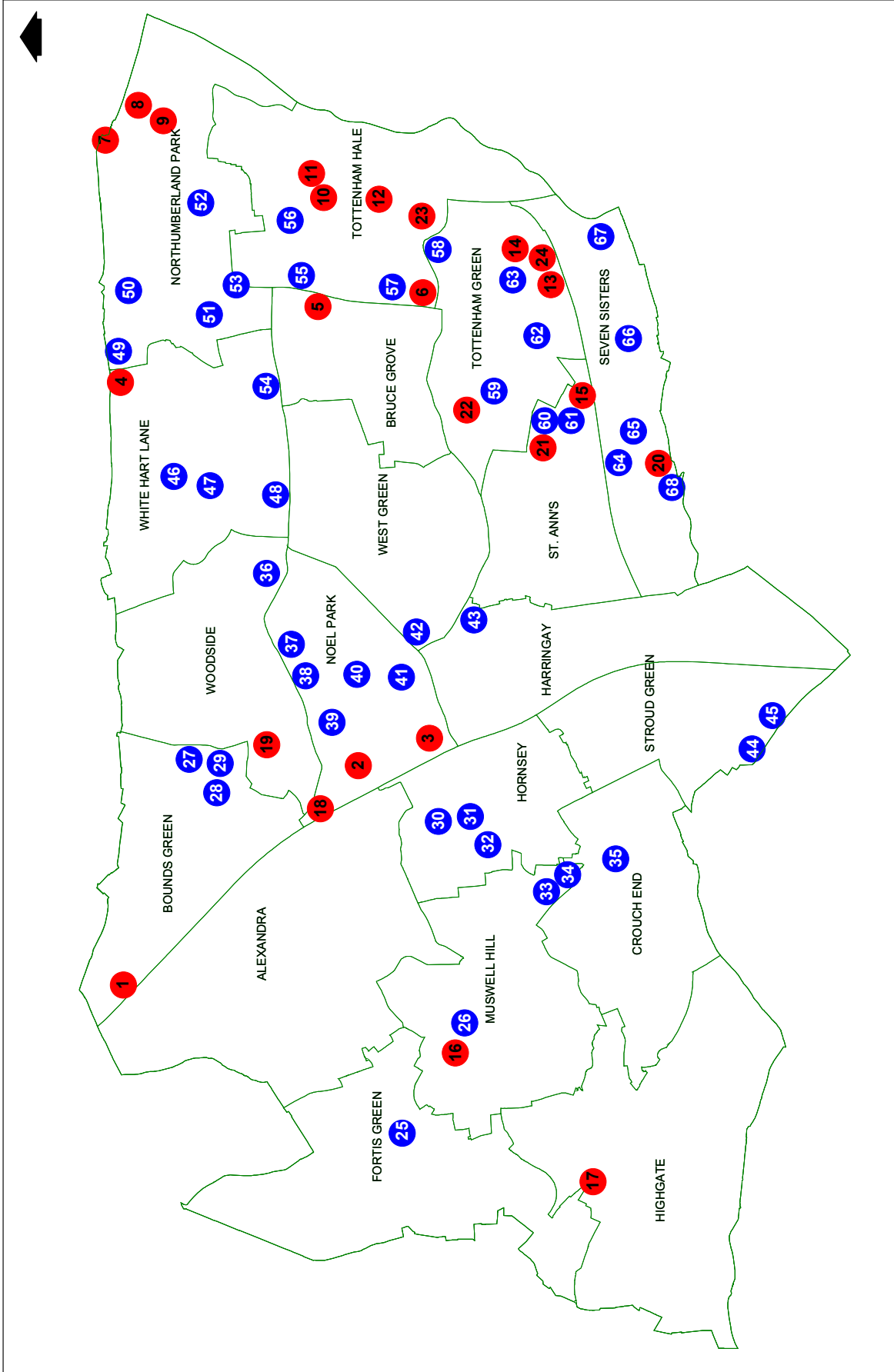
OPERATIONAL BUILDINGS

APPENDIX 3



APPENDIX 4

COMMERCIAL PORTFOLIO – LOCATIONS AND KEY



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Key
Red spot - Industrial Estate or unit
Blue spot - Shop or Office

Commercial Portfolio Location Plan
Plan produced by Kevin Lincoln on 14/07/11

Scale 1:23500
BVES Drawing No. A3 misc

KEY	INDUSTRIAL ESTATES	
1	Units 1-6 Munro Works, Cline Road N11	35 26 The Broadway N8
2	57-77 Coburg Road, Kingfisher Place & Bittern Place N22	36 532-538 Lordship Lane N22
3	Clarendon Road Industrial Area N8	37 1-25 Salisbury Road N22
4	Frontier Works, Queen Street N17	38 1-5 Vincent Road N22
5	Units 1-13 Morrison Yard, 551a High Road N17	39 Library Arcade, High Road N22
6	Tottenham Green Workshops, Somerset Road N17	40 Lymington Avenue & Glynne Road N22
7	200 Willoughby Lane & Elmlea Estates N17	41 2a Coleraine Road N8
8	Garman Road Industrial Area, Garman Road N17	42 209 & 260 Langham Road N15
9	Units 1-9 Leaside Industrial Estate, Garman Road N17	43 5 Wordsworth Parade, Green Lanes N8
10	Units 1-9 Rosebery Industrial Estate (Phase I), Rosebery Avenue N17	44 178 Stroud Green Road N4
11	Units 1a-26a Rosebery Industrial Estate (Phase II), Rosebery Avenue N17	45 Charter Court, Stroud Green Road N4
12	Lee Valley Technopark, Ashley Road N17	46 18-56 & 23-31 Great Cambridge Road N17
13	1-26 Enterprise Row, The Stonebridge Centre & Bernard Road Workshops N15	47 Morris House, Walthoef Gardens N17
14	Units 1-9 Rainbow Works, Markfield Road N15	48 342-384 Lordship Lane N17
15	680-712 Seven Sisters Road, Gourley Place & Gourley Street N15	49 102-103 Meridian Walk N17
16	The Arches, St.James's Lane N10	50 832-838 High Road N17
17	505-511 Archway Road N6	51 28-44 Church Road N17
18	Units at Heartlands School Development Site, Station Road N22	52 161-197 Park Lane N17
19	247 High Road N22	53 684a and 684b High Road N17
20	14 Tewkesbury Road N15	54 132-138 Lordship Lane N17
21	17 & 23 South Grove N15	55 594 High Road N17
22	63 Lawrence Road N15	56 4-6 Poynton Road N17
23	Site 5 Ashley Road N17	57 24 Scales Road N17
24	Constable Crescent & Markfield Road Industrial Areas N15	58 123-139 High Cross Road N17
	SHOPS	
25	5a and 7a Tetherdown N10	59 118a West Green Road N15
26	80 and 82 St.James's Lane N10	60 1-4 Edgecot Grove N15
27	355 High Road N22	61 36 Victoria Crescent N15
28	43 Finsbury Road N22	62 713 Seven Sisters Road N15
29	4-26 Commerce Road N22	63 2-8 Victoria Road and 2-8 Walton Road N15
30	26 Harvey House, Campsbourne Road N8	64 5-25 Fladbury Road & 266 Tiverton Road N15
31	11-13, 16, 23 & 32 High Street N8	65 590 Seven Sisters Road N15
32	216 Middle Lane N8	66 37-39 High Road and 27 St.Ann's Road N15
33	Veryan Court, Park Road N8	67 45-47 Grovelands Road N15
34	12, 42, 44 & 68 Park Road N8	68 355 and 379 Seven Sisters Road N15

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Haringey Council

Report for:	Overview and Scrutiny Committee – 29 April 2013	Item Number:	
Title:	Area Forums/Committees – Interim Conclusions and Recommendations of Communities Scrutiny Panel Project		
Report Authorised by:	Cllr Dave Winskill Chair, Communities Scrutiny Panel		
Lead Officer:	Rob Mack, Senior Policy Officer (Scrutiny)		
Ward(s) affected:	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

1.1. The Panel has been undertaking an in-depth piece of work on area forums/committees. This has focused on the changes that were implemented as part of the response to the Governance review of 2010/11. This report summarises the evidence considered by the Panel and proposes recommendations to be made to the Overview and Scrutiny Committee.

2. Cabinet Member introduction

N/A

3. Recommendations

That the following be recommended on behalf of the Overview and Scrutiny Committee to the Cabinet:

- 3.1 That, pending further work on their development, confirmation be provided of how support will be provided for area forums and committees to ensure their continued operation;
- 3.2 That consultation be undertaken with residents, including hard to reach groups, to obtain their views on possible future models for local engagement;



Haringey Council

- 3.3 That officers work with chairs of area forums and committees to develop proposals for alternative means of engagement with local residents for piloting in a number of wards of the borough and to evaluate the success of these; and
- 3.4 That, following the above mentioned pilot projects and consultation with stakeholders, specific proposals for the future of area forums and committees be developed for implementation following the 2014 Council elections and that these be based on the principles outlined within paragraphs 6.4 of the report and clear evidence of effective and cost effective approaches that have been adopted by similar London boroughs.

4. Other options considered

N/A

5. Report

Introduction

- 5.1 The Panel has been undertaking an in-depth piece of work to evaluate the changes made to the Council's area based bodies following the Governance Review of 2010/11 with the replacement of area assemblies with area forums and committees.

Governance Review

- 5.2 The brief for the Governance Review included the following two objectives:

- "Increasing public engagement and ensuring that decisions are taken closer to local people; and
- Enabling all members to shape and influence the Council's policies and services and facilitating the community leadership role of members."

- 5.3 Amongst the findings of the Governance Review were the following:

- Area Assemblies provided a foundation for more engagement with local communities but some assemblies were more effective than others at engaging harder to reach groups and extending beyond prominent individuals and local vested interests; and
- There was an appetite for the devolution of some decision-making to a local level.

- 5.4 The Governance Review recommended the following:

"Area Assemblies

Build on the foundation provided by the current Area Assemblies by:



Haringey Council

- Exchanging good practice and new ideas between the Area Committee chairs and the officers that support them;
- Providing a clear and transparent mechanism for the conclusions of Area assemblies to be fed into the Council's policy-making processes and for feedback to be provided on the outcome.
- Using the council's review of the neighbourhood management service and its support services to provide more cost-effective support for the assemblies.

Area Committees

Establish Area Committees to enable devolved decision-making:

- Covering the same geographical areas as the Assemblies;
- Comprising the Councillors for the wards which make up the current assembly areas

The remit of the Area Committees should bring together four sets of responsibilities:

- Varying the specification of environment and street scene services to reflect particular local needs and circumstances;
- Taking decisions about proposals affecting the area (for example local highway improvements and local by-laws);
- Formulating and influencing policy in relation to the area (such as local development orders);
- Formal consultative roles on planning, licensing and parking.

Each Area Assembly and Area Committee should meet four times a year with scope for the Area Committee to take decisions between meetings.

The geography of the Area Assemblies and the remit of the Area Committees should be reviewed after 3 years, at the end of the current administration.”

- 5.5 The rationale for the two sets of bodies covering the same geographical areas as the assemblies was that the area assembly geography provided the best balance between localism and cost/economies of scale. The remit for area committees was envisaged as a starting point from which additional powers would be devolved in the fullness of time.

Council's Response

- 5.6 In response to the Governance Review's recommendations, area committees were set up by the Council. A number of responsibilities and decisions were devolved to them, including;
- The responsibility for developing three year area plans.
 - A role in influencing the specification of environmental and street scene services so that they reflect local need and choices



Haringey Council

- In respect of local highway and transport improvements, area committees are able to submit ideas to the local implementation plan, asked to prioritise between proposed schemes in their area and consulted on the detailed design of successful schemes
 - Receiving updates from Police ward panels and being consulted on local priorities.
 - Introducing local by-laws
 - A formal consultative role in respect of planning and licensing applications and parking controls.
- 5.7 Area assemblies were re-established as area forums in order to facilitate effective community engagement. The aim was that they would work in tandem with the area committees, with the committees providing a means for the conclusions of the forums to be fed into the Council's decision making process and for feedback to be provided on the outcome of discussions.
- 5.8 The Neighbourhood Management Service was dis-established in January 2011. Responsibility for supporting the new bodies was allocated to the Council's Single Frontline service. They have had a specific role in assisting with the development of area plans. Local Democracy and Member Services also have a role in undertaking the administration associated with the bodies, such as drafting agendas and minutes of meetings. Each area committee is supported by a senior officer acting as an area champion who acts as a representative of the Council's Corporate Management Team and provides a link between the two bodies.

Communities Scrutiny Panel Project

- 5.9 The Panel's project has considered how the changes that were made in response to the governance review with the establishment of area committees have been implemented and whether they have met their objectives to date, with a view to making recommendations about how the changes may be embedded further.
- 5.10 In addition, the project has also looked at:
- How well the area forums and committees complement the Council's consultative and decision making processes and how best they can be used;
 - Attendance and participation levels and ways that they could be increased;
 - The responsiveness of the Council to issues raised at forums/committees; and
 - The practices adopted by other local authorities, particularly neighbours.
- 5.11 The terms of reference were as follows:



Haringey Council

“To consider the implementation of area committees across the borough and, in particular;

- Whether they are meeting the objectives set for them;
- How they fit into the Council’s consultative and governance structure; and
- How their effectiveness could be enhanced”

5.12 The Panel received feedback from;

- Area Assembly Chairs and Councillors
- Attendees at Forum/Committee meetings
- Officers and partners

5.13 Feedback was obtained through surveys of Councillors, residents, officers and partners. In addition, a number of focus groups were held with Councillors, including Area Committee Chairs.

Evidence Received by the panel

5.14 Whilst there was some variance in the responses to the consultation undertaken, there were a number of areas where there was consensus. Of particular note was the fact that there appeared to be an overwhelming view that, despite the flaws in the current arrangements, local engagement is something that the Council should be doing and that Haringey should continue to try to engage with residents and stakeholders to allow them a say in policy, as well as some control over their own environment/neighbourhood.

5.15 The vast majority of stakeholders that responded were not convinced that the new arrangements had so far been a success. Most respondents were either neutral in their response or felt that they had been unsuccessful. It was nevertheless clear that some area forums/committees are functioning better than others. This was evidenced by, amongst other things, higher attendance figures reported at meetings and better developed area plans. In addition, residents in some areas were less negative about their area forums/committees in their responses.

5.16 The perception of the majority of people was that the establishment of area committees had not yet resulted in any increase in local influence on decision making. It was also felt that area forums/committees were limited in their effectiveness in engaging with the community. Whilst those who attend the meetings were felt to be representative of the local community, this felt to be only to a limited extent. From the survey results, there would appear to be some justification to the claim that meetings attract the same people but there would also appear to be some truth in the notion that they often represent a wider constituency of people as a high percentage of residents who responded were active in voluntary and community organisations.

5.17 There was a view amongst many residents that the Council controlled the agenda and meetings as well as degree of cynicism about its motivations. The committee part of meetings could alienate residents and, rather than showing the deliberations of the forum being translated into action, residents often felt that it demonstrated the limits of their influence by excluding them from any decision making. Members reported that



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responses by Cabinet Members and officer to issues raised at meetings could be slow and matters were sometimes not followed up.

- 5.18 The effectiveness of area plans appears is perceived as being variable and, in general, they are viewed as being ineffective. Most Members felt that they had not been useful in bringing about improvements in areas. Although residents were slightly more positive, a third of those who responded to the survey did not know what an area plan was. There was some strong support across the board for areas having small discretionary budgets. There was a lesser level of support amongst all groups for some devolution of power in the allocation of front line budgets.
- 5.19 It was felt that the areas covered by area forums/committees did not always reflect the “sense of place” of areas. Many respondents were of the view that the areas that they covered were too large.
- 5.20 Publicity was raised as an issue by a number of respondents with several raising concerns. There is a total budget of £3,000 (£107 per meeting) for publicity for all of the area forums/committees which covers production of flyers and posters to promote meetings. Other activities, such as press releases and web updating have no specific budget but are covered within existing resources. It was felt that publicity was also hindered now by the lack of a local paper for Tottenham and problems in the distribution of Haringey People in some areas of the borough.

Other Boroughs

- 5.21 The Panel also received evidence that many other boroughs had reviewed their structures for area based bodies, such as area committees or forums following the 2010 local elections. The drivers for this appear to be ensuring that structures reflect the priorities of the new administration and the need to make budget savings. Similar to Haringey, there appears to have been a view shared by several boroughs that their area based bodies were often poorly attended, did not always mirror natural communities and frequently attracted the same people. Several boroughs have also looked at additional ways of facilitating better engagement between local Councillors and their communities through, for instance, the use of on line tools such as web portals which supplement and complement the use of meetings.
- 5.22 There appear to be two general models that have been adopted by nearby London boroughs. These are;
- Area based bodies covering a number of wards which work on a formal basis and often have some delegated powers, particularly in relation to local planning issues. This approach is followed by, amongst others, Barnet, Enfield and Haringey.
 - Less formal ward based bodies; This is a relatively recent phenomenon with several boroughs abolishing their area based bodies and replacing them with these. These are less formal and are considered to provide a more flexible approach which is not entirely meetings based. A number of authorities have



Haringey Council

recently moved towards this model including Camden, Hackney, Islington and Waltham Forest.

Localism

- 5.23 Another significant development has been the implementation of the Localism Act. This established a right for local residents to set up neighbourhood forums to draft neighbourhood plans. The plans are intended to establish a vision for an area as well as general planning policies for the development and use of land in a neighbourhood. The community in any area can instigate a neighbourhood plan and they can cross local authority boundaries, although they should not overlap with adjoining neighbourhoods who may also wish to prepare a plan for their area.
- 5.24 There is potentially scope for overlap with the role of area based bodies established by local Councils, which may also have a role in developing local plans that include planning issues. The existence of different bodies with similar names and roles may also be a potential source of confusion. To date there has been one application for neighbourhood forum status in Haringey. This covers the whole of the N6 area of Highgate and therefore more than one borough. Preliminary feedback is the Highgate Neighbourhood Forum has been very successful so far at engaging with local residents and developing a local plan. It reportedly attracted over 100 residents to an early meeting, many of whom appeared to be new faces. It is also possible that it may diminish the relevance of the area forum/committee for the N6 area.

Attendance at Meetings

- 5.25 Attendance of residents at meetings so far during this Municipal Year shows the following:

Forum/Committee	Jun/Jul	Sept/Oct	Jan/Feb	Total	Average
St Ann's and Harringay	45	25	35	105	35
West Green and Bruce Grove	40	30	18	88	29
Muswell Hill, Alexandra, Fortis Green and Highgate	67	52	20	139	46
Northumberland Park and White Hart Lane	24	14	12	50	17
Tottenham and Seven Sisters	42	36	27	105	35
Wood Green	15	28	15	58	19
Crouch End, Hornsey and Stroud Green	35	10	24	69	23
Total	268	195	151	614	204
Average	38	28	22	88	

- 5.26 The above figures are not exact as not all residents always sign the attendance sheet. They are therefore partially based on best estimates but nevertheless give a general impression of overall attendance levels. January meetings were also affected by inclement weather which may have reduced attendance levels.

Resourcing



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5.27 The budget for area forums/committees in the last two financial years is as follows:

	Full salary basis		Apportioned salary basis	
	11/12	12/13	11/12	12/13
	£k	£k	£k	£k
SFL - staff	160	147	144	74.5
SFL – Non-staff	3	3	3	3
Local Democracy – staff	40	40	40	40
Local Democracy – non staff	6	5	6	5
Communications	3	3	3	3
Total	212	200	196	125.5

5.28 The apportioned salary figures reflect the actual cost of the service as they take into account the amount of time spent by relevant staff in Single Front Line (SFL) in supporting area forums/committees. This was 90% in 2011/12 and 50% in 2012/13

5.29 The Panel noted proposals in the 2013/14 budget for the deletion of the 4 posts in the Single Front Line Service with a role in supporting area forums/committees. It was estimated that the ongoing staffing requirement to update distribution lists, send out agendas and assist with the development of area plans was approximately one full time post. Whilst some support will still be provided by Democratic and Member Services, the matter of who facilitates the upkeep of distribution lists and assists with area plans had still to be resolved. This uncertainty was in itself seen as an indicator of the importance attached to area forums/committees by the Cabinet

5.30 The Overview and Scrutiny Committee has already made the following resolution in respect of this proposal;

“In view of Haringey’s stated commitment in the last Governance Review to devolving decision making and greater involvement of the communities in the Borough, the Panel is greatly concerned that the possibility has emerged of withdrawing the funding for a significant portion of the support currently available for area forums and committees. It recommends that, before any decision is made, clarity be provided on how the functions that directly support the work of forums/committees that are undertaken currently by the team to be deleted will continue to be provided”

5.31 The view of the Single Front Line (SFL) service is that the level of activity relevant to their service is lower than originally envisaged and that issues raised at forums/committees tend to be more focussed on corporate issues. In addition, a large portion of the work on the development of area plans has already been completed.

6. Conclusions/Recommendations

6.1 The Panel has reached a number of conclusions based on the evidence that it has so far received.



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- 6.2 Decisions need to be made about the Council's commitment to area forums/committees and their form as, with the reduced resources that there are likely to be for them, it will be a challenge to sustain them as they are currently arranged. If distribution lists are no longer maintained and information not sent out to residents, this could lead to lower levels of attendance at meetings and less effective engagement. Area plans that have been completed will also be more difficult to implement in the absence of dedicated officer support. In addition, plans will need updating and renewing at some stage which will require the assistance of officers.
- 6.3 The clear consensus was that area based bodies should continue in some form or other and we would therefore recommend that support for them be confirmed by Cabinet. However, if such a commitment is made, the necessary resources need to be provided to enable them to function. Responsibility for resourcing the area forums/committees should be corporate rather than focused on one particular service. Forums/committees cover a wide range of issues at their meetings and are part of the Council's governance so it would therefore be appropriate for support to be resourced accordingly.
- 6.4 Arrangements for area based bodies need to be sustainable and proportionate to the level of support available to them. The Panel is not yet in a position to recommend a specific format for them but would nevertheless propose that it is based on the following principles:
- Any changes made must be made with regard to the high level objectives of the governance review. They must also have regard to the wishes of stakeholders;
 - Efforts must be made to engage with a larger and more representative group of residents that reflects our communities and does not exclude different groups;
 - The arrangements should form part of a move towards an integrated model of engagement that is less reliant on traditional meeting formats and instead utilises a wider range of tools by which residents may feed into the decision making process;
 - An approach where engagement is more actively sought is required rather than the current more passive approach of expecting residents to come along to meetings;
 - The Council's current area based bodies are variable in their effectiveness and some of them may be affected by the setting up of neighbourhood forums. The bodies therefore should work in a way that best suits local conditions and is flexible and adaptable.
 - Should area based bodies continue to meet, it should be recognised that there are inherent limitations to the number of people who are likely to attend them on a regular basis and it is unlikely that any configuration will be able to achieve major increases.



Haringey Council

- 6.5 The Panel are of the view that any changes to area forums/committees should not be implemented until after the next Council elections as there is unlikely to be the political will to completely review how the Council formats this type of engagement before this. However, this will provide almost a year to try out new and novel ways and evaluate what works and what does not and discuss new ways forward with the 2014 intake of Councillors.
- 6.6 Suggestions for possible new approaches are as follows:
- Pop up meetings - on high streets, in parks, outside schools, in shops, in leisure centres;
 - E-meetings - online sessions with members and officers;
 - Cabinet member debates - proposed policies open to public scrutiny before they go to Cabinet;
 - Sharing the chair with residents for specific agenda items;
 - Fully handing over the chair to residents - why can't we trust them to run these meetings?;
 - More training for Members in chairing skills;
 - Encouraging local groups to have a presence - stalls, agenda items, parish pump box etc.;
 - Shorter more focused agendas.
- 6.7 Proposals for alternative means of engagement with local residents should be developed in consultation with area forum/committee Chairs and trialled in a selective number of wards of the borough and subject to full evaluation. Following this and after consultation with stakeholders, specific proposals for the future of area forums and committees should be developed and these be based on the principles outlined above as well as clear evidence of effective and cost effective approaches that have been adopted by similar London boroughs.
- 6.8 Consultation with residents on proposed alternative means of engagement should include hard to reach groups who would currently appear to be under represented at area forum/committee meetings. There are various definitions of what constitutes a hard to reach group. The Home Office's *Developing Practice* report into delivering services for such groups suggests that a working definition might include;
- Minority groups (e.g. minority ethnic communities, asylum seekers);
 - People whose needs may slip through the net (e.g. carers); and
 - The service resistant (e.g. people who may be suspicious or even hostile to services).
- 6.9 The following outline timetable is suggested:
- Spring 2013:** Proposals for piloting new approaches developed including selection of areas to be included.
- Summer/autumn 2013:** Pilot projects to be undertaken.



Haringey Council

Winter 2013/14: Pilots projects to be evaluated and engagement with residents and stakeholders undertaken.

Spring 2014: Options for future development formulated.

Summer 2014: Final decision taken by new intake of Councillors.

Autumn 2014: New arrangements implemented.



Haringey Council

7 Comments of the Chief Finance Officer and financial implications

- 7.1 The report has already noted in paragraph 5.28 the deletion of the 4 posts in Single Front Line with a role in supporting area forums/committees. This saving of £147k in 2013/14 was agreed as part of the 2013/14 – 2015/16 Medium Term Financial Plan. The cost of developing alternative means of engagement for piloting in a number of wards and consultation with stakeholders over the next year can be managed within existing resources. Once specific proposals have been developed the financial implications will need to be re-assessed at that time.

8 Head of Legal Services and Legal Implications

- 8.1 The Overview and Scrutiny Committee can make reports and recommendations to the Cabinet in respect of the discharge of functions delegated to Area Committees.
- 8.2 The Guidance issued on the executive arrangement under the Local Government Act 2000 acknowledge that area committees or forums can have an important role to play in bringing decision making closer to people and in helping give the people a say in the way in which a local authority works. The Panel's conclusions/ recommendations are intended to support the arrangements for Area Forums and Committees and to improve on local engagement in the functions of Area Committees.

9 Equalities and Community Cohesion Comments

- 9.1 Area forums/committees are a means by which the Council engages with the local community. There is some evidence that attendance at meetings is not fully reflective of the diverse communities within the borough. Young people are also under represented amongst those who attend meetings. The recommendations of the project address these issues through proposing that they be considered fully in the development of proposals to improve the current arrangements.

10 Head of Procurement Comments

- 10.1 N/A

11 Use of Appendices

N/A

12 Local Government (Access to Information) Act 1985

Haringey Governance Review 2010/11



Haringey Council

Current Area Forums/Committees

Area Forum/Committee	Wards covered	Chair
Crouch End, Hornsey and Stroud Green	Crouch End, Hornsey and Stroud Green	Cllr Paul Strang
Muswell Hill, Alexandra, Fortis Green and Highgate	Muswell Hill, Alexandra, Fortis Green and Highgate	Cllr Gail Engert
Northumberland Park and White Hart Lane	Northumberland Park and White Hart Lane	Cllr Kaushika Amin
Tottenham and Seven Sisters	Tottenham Green, Tottenham Hale and Seven Sisters	Cllr Lorna Reith
West Green and Bruce Grove	West Green and Bruce Grove	Cllr Joe Ejiofor
Wood Green	Bounds Green, Woodside and Noel Park	Cllr Joanna Christophides
St Ann's and Harringay	St Ann's and Harringay	Cllr Zena Brabazon

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Haringey Council

Report for:	Environment and Housing Scrutiny Panel (Overview & Scrutiny Committee)	Item Number:	
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Title:	Interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur Redevelopment.
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Report Authorised by:	Cllr Stuart McNamara, Chair of the Environment & Housing Scrutiny Panel
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Date	16 th April 2013
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Lead Officer:	Martin Bradford, Scrutiny Officer, Strategy & Business Intelligence (martin.bradford@haringey.gov.uk)
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Ward(s) affected: All	Report for Key/Non Key Decisions:
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1. Describe the issue under consideration

- 1.1 The Environment and Housing Scrutiny Panel is asked to note the attached report on the Strategic Parking Issues for Tottenham ahead of the Tottenham Hotspur redevelopment and agree recommendations contained within it.

2. Cabinet Member Introduction

- 2.1 This is a report of the Environment and Housing Scrutiny Panel, and once approved by Overview and Scrutiny Committee, will be presented at Cabinet for consideration.

3. Recommendations

- 3.1 That the panel note the attached report and agree with the recommendations contained within it.

4. Other options considered

- 4.1 The recommendations contained within the report were formed on the consideration of a range of evidence presented to the panel.

5. Background information

- 5.1 As part of its work programme 2012/13, the Environment and Housing Scrutiny Panel has been assessing the *Strategic Parking Issues for Tottenham Ahead of the Tottenham Hotspur Redevelopment*. The following provides a summary of this work and the conclusions and recommendations agreed by the panel.
- 5.2 The redevelopment of the Tottenham Hotspur football stadium and its surrounds is central to the regeneration of the Tottenham area. This planned development will see the capacity of the stadium increased from 35,000 to 56,000 and will include improvements to the surrounding area. The development will also include the building of up to 300 new homes, a supermarket and other local infrastructure projects.
- 5.3 The EHSP decided to assess the wider traffic management and parking issues in this area to assist the Council in responding to current and anticipated traffic pressures that may result of Tottenham Hotspur Redevelopment. Initial scoping of this area identified a number of specific issues which would benefit from scrutiny involvement, which included:
- Match Day CPZ;
 - Unregulated off-street parking (pop-up parking);
 - Provision of Council operated car parks in Tottenham; and,
 - Resolution of local traffic pinch-points.
- 5.4 As part of its work, the panel:
- Heard evidence from local Traffic Management officers
 - Conducted a site visit to assess local parking issues on a match day, to view existing controlled parking, pop-up parking sites and council operated car parks;
 - Conducted a site visit to a local traffic pinch-point (Philip Lane);
 - Collated evidence from a number of other local authorities (which have stadiums in their area).
- 5.8 Based on the above evidence collection processes, the panel made five recommendations. Key recommendations include:
- The establishment of a Special Event /Match Day Parking in non-residential areas where parking is already controlled;
 - That income from the above is ring-fenced to resource:
 - Environmental improvements at council operated car parks
 - Improve signage to local car parks on main entry points in to Tottenham;
 - The creation of a Traffic Scheme Review Fund (CPZ reviews etc).
 - Further investigation to support the reasonable regulation of pop-up parking
 - A schedule of works for to ease traffic pinch point (Philip Lane) resourced from Traffic Scheme Review Fund.

6. Comments of the Chief Financial Officer and Financial Implications

- 6.1 The recommendations contained within this report potentially have significant financial implications. If the recommendations are agreed, before expenditure is committed, the proposals should be fully costed, assessing both the costs and potential income that could be generated from these actions and evaluating the risk of income being below expected levels.

6.2 Once costs are known, any proposed expenditure should be evaluated against the borough-wide pressures and existing commitments against the Parking capital budget, which is £300,000 for 2013-14. If the costs of proposals cannot be met from existing budgets, and external funding is not available, then Cabinet would need to agree additional funding before any works could proceed.

7. Head of Legal Services and Legal Implications

7.1 The Council has powers to implement Controlled Parking Zones (CPZs) under sections 6,45, 46 and 49 of the Road Traffic Regulation Act 1984 relating to roads for which it is the traffic authority. In exercising these powers it must have regard to its duty under section 122 of the 1984 Act to have regard to the "expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway".

7.2 Section 6(3) (c) of the 1984 Act permits orders to be made for "special occasions only or at special times" so the effect of orders could be limited to match days or other specified special occasions.

7.3 The relevant procedure for making orders is set out in the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

7.4 In relation to unregulated off-street parking section 43 of the 1984 Act enables the Council by regulations to designate as a controlled area wherein no person other than the Council may operate a public off-street parking place of a prescribed description "except under or in accordance with the terms and conditions of a license granted" by the Council. In granting a license the Council may amongst other matters specify the number and types of parking spaces that can be provided under a license. The Council may also specify the level of short-term, long-term, casual, regular or any other type of parking. Conditions may be imposed on charge rates for parking, times for opening and other related matters. It is a criminal offense to breach the terms of any license.

7.5 The procedure for designating a controlled area is to be found Schedule 9, Part III to the 1984 Act.

8. Equalities and Community Cohesion Comments

8.1 Overview and Scrutiny has a community engagement role and has sought to respond to identified concerns in relation to:

- the prevalence of unregulated off-street (pop-up) parking on match days;
- parking and traffic management around a local pinch point (Philip Lane, N17).

8.2 Through visits to local communities and involving local ward Councillors, it is hoped that the work of the panel has helped to articulate the views of the local community and to bring these concerns to the attention of local decision makers. It is hoped

that any actions stemming from the recommendations of this work will contribute to resolving local parking and traffic management issues.

- 8.3 In Haringey, the Blue Badge Scheme enables disabled people to park in pay and display bays and resident parking bays for an unrestricted time period. In addition, registered Blue Badge holders may also park on single and double yellow lines for a period of up to 3 hours (using a provided timer) so long as there are no loading restrictions and are, are not causing an obstruction. The recommendations contained within this report should not affect the operation of the Blue Badge parking scheme.

9. Head of Procurement Comments

- 9.1 Not applicable.

10. Policy Implications

- 10.1 It is anticipated that through the work of the panel and its involvement of Traffic Management officers that the recommendations published in the attached report will:
- Help to develop a strategic approach to traffic management and parking related issues in Tottenham;
 - Contribute to local CPZ policy and practice in Haringey;
 - Establish an approach and methodology for addressing issues arising from 'pop up match day parking sites';
 - Contribute to the Annual Traffic and Parking Enforcement Plan;
 - Identify models of parking assessment which can be used in other parts of the borough (e.g. street walkabouts).

11. Use of Appendices

- 11.1 Relevant appendices are attached to the main report.

12. Local Government (Access to Information) Act 1985



Strategic Parking Issues Ahead of the Tottenham Hotspur Redevelopment

Initial findings and recommendations

**Environment and Housing Scrutiny
Panel**

April 2013

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1. Introduction

- 1.1 As part of its work programme for 2012/13, the Environment and Housing Scrutiny Panel (EHSP) assessed the strategic parking issues for Tottenham ahead of the Tottenham Hotspur Redevelopment.
- 1.2 The following report provides a summary of the aims of scrutiny involvement in this area, work undertaken and the recommendations agreed by the EHSP based on the evidence it has received.

2. Background

- 2.1 The redevelopment of the Tottenham Hotspur football stadium and its surrounds is central to the regeneration of the Tottenham area. This planned development will see the capacity of the stadium increased from 35,000 to 56,000 and will include improvements to the surrounding area. The development will also include the building of up to 300 new homes, a supermarket and other local infrastructure projects.
- 2.2 Parking requirements and other related traffic issues for the Tottenham area arising from this development will be addressed within:
 - Individual planning proposals pertaining to these specific developments; and,
 - Through the creation of parking and traffic management schemes by the Council (such as Controlled Parking Zones) under duties contained within the Road Traffic Regulation Act (1984).
- 2.3 The EHSP decided to assess the wider traffic management and parking issues in this area to assist the Council in responding to current and anticipated traffic pressures that may result of Tottenham Hotspur Redevelopment. Initial scoping of this area identified a number of specific issues which would benefit from scrutiny involvement, which included Match Day CPZ, unregulated off-street parking (pop-up parking), provision of Council operated car parks in Tottenham and local traffic pinch-points.
- 2.4 It was intended that the work of the panel would provide further input on the direction that the Council is taking on balancing local traffic management and parking needs more with more strategic parking and traffic objectives.

3. Aims and objectives

- 3.1 Further to initial scoping of this work the EHSP agreed a number of objectives for this work which are summarised below.

Objective 1: To assess the Councils approach to Controlled Parking Zones (CPZ), in particular relation to:

- The consultation process used in the development of new CPZ's;
- Hours of CPZ operation;
- The process by which CPZ schemes are reviewed and amended.

Objective 2: To investigate the prevalence and impact of 'pop-up parking' in Tottenham on football match days and assess how these can be regulated.

Objective 3: To assess the provision and quality of council pay and display car parking facilities (Tottenham area).

Objective 4: To assess how holistic local traffic management and parking solutions can reduce traffic pressures at local traffic pinch points and help to increase traffic flow and safety.

4. Work of the panel

4.1 The EHSP undertook a range of evidence gathering processes to meet the objectives set out above. This included:

- Evidence gathering with local Traffic Management officers;
- Commissioned reports and briefings and from Traffic Management Service
- Site visits (pop up parking, car parks and walkabouts);
- Consultation with other local authorities
- Desk top review.

4.2 The following sections detail the findings of the panels in relation to the 4 identified objectives.

5. Tottenham (Match Day) CPZ

5.1 The panel noted that a revised Match day CPZ, corresponding to the new demands of the Tottenham Hotspur and surrounding development, would be integral to supporting a robust parking and traffic management solution in the Tottenham area. In this context, the panel sought to assess the Council's approach to CPZs and progress in the development of the new match day CPZ.

The Councils approach to CPZs

5.2 Although there is no explicit policy, officers presented a detailed report to the panel on the Councils approach to CPZs. This report provided details of:

- The number, distribution and hours of operation of CPZs in Haringey;
- The three stage authorisation process (public consultation, Statutory Process, works)
- Variations to CPZ authorization (fast track extension, experimental);
- Installation costs, enforcement and income.

5.3 The panel noted that CPZs are funded through the Capital Budget and other external sources (e.g. TfL). In 2010/11, the parking service was allocated £600k from the capital programme for the installation of controlled parking. Given the current budgetary pressures capital funding for parking infrastructure has been reduced; in 2012/13, £150k of capital funding was available.

5.4 The panel noted the absence of a review and amend process to existing CPZ schemes. The panel felt that such a protocol should be developed to ensure that schemes remained relevant to local parking needs and pressures. It was

acknowledged however that such a development would give rise to additional costs within the Traffic Management Service and additional funding would need to be identified.

Progress report on Tottenham CPZ

- 5.5 The panel received a presentation from Traffic Management Service on the plans to introduce a new Tottenham / Match Day/Event CPZ. The panel noted that this process would include a review of the existing match day CPZ as well as any additional area coverage to reflect new development (Appendix A). The panel noted that this work would provide an opportunity to assess and resolve many localised parking and road traffic issues within the proposed CPZ area.
- 5.6 The panel noted that £980k has been allocated through the Mayors Regeneration Fund for a phased development of the Tottenham CPZ with £330k being available in phase 1, the remainder being available for stage 2 (upon commencement of stadium build).
- 5.7 The panel noted that the approach to authorising this CPZ would be holistic and would consult and involve local stakeholders. It was emphasised to the panel that there would be a link-up to Regeneration within the planning of this CPZ. This would ensure that growth and regeneration issues would be reflected in to parking and traffic management plans for the Tottenham area.
- 5.8 The panel noted that an experimental approach was being adopted in the introduction of this CPZ which meant that a review process would be built in to the development of the scheme. This would give local residents, members and officers a further opportunity to review the scheme once it has been installed.
- 5.9 The panel noted that that the CPZ consultation would include over 8,000 households and conducted over a period of 8 weeks. The consultation would include the following commitments:
- 4 drop-in day sessions one in each ward;
 - Pop up consultation events in High Road and Northumberland Park;
 - Leaflet distribution;
 - The provision of information to households in the surrounding areas.
- 5.10 The panel noted the proposed timeframes for the development of the match day CPZ:
- Consultation in May/June 2013;
 - Final report to Cabinet on the proposed scheme in September 2013;
 - On site works will commence later in September in readiness for the opening of the supermarket in (November 2013).

Tottenham Hotspur match day visit

- 5.11 To support the panel's assessments, a visit was undertaken on a match day (Saturday 9th February, 2013) to view existing parking controls and infrastructure. The panel were accompanied by a number of local ward councillors.
- 5.12 During this visit, the panel observed that match day parking restrictions were in operation in non-residential areas during the visit, such as in commercial and

industrial areas (e.g. around Tariff Road, N17 and Brantwood Road, N17) and that many of these streets where controls were in place were empty of cars. Given that unregulated off street parking (pop-up parking) was also available in the vicinity of the above streets, the panel indicated that this represented a potential loss of income for the council on match days.

- 5.13 In the context of the above, the panel suggested that the Council should consider the development of a special match day or event day parking in non-residential areas where controls currently exist. The panel were of the opinion that this could potentially generate additional income for other parking and traffic management priorities in the area.

Events at Tottenham Hotspur Football Stadium

- 5.14 The panel noted that the development ambitions of the Tottenham Hotspur Stadium were that this would be a leisure destination 365 days a year. In this context, the panel sought clarification on the number of major events planned for the new stadium (matches and other large scale events) and whether planned for parking controls would be sufficient and not cause problems for local residents.

- 5.15 In evidence from planning officers received by the panel, it was noted that additional large scale events would be limited approximately 4 concert type events during the football closed season (June/ July). Therefore in total, there would be approximately 30 large scale events (19 league matches, about 7 European matches and 4 concerts) during the course of the year.

- 5.16 The panel noted that other smaller scale conferencing services (similar to that being currently held) would be held throughout the year. It was suggested that this would involve hundreds rather than thousands of participants.

Perspectives from other Local Authorities

- 5.17 The panel received a short presentation on the perspectives of other local authorities that host similar type stadia in their area and the controls that they have in place to support local parking and traffic management.

- 5.18 In relation to the operation of Match day/ event CPZs the panel noted that:
- A number of authorities had existing CPZs in the vicinity of the stadium, though with additional (extended) controls in operation on match days;
 - Given changes in TV coverage, matches were occurring at different times of the day and some authorities indicated that the timing of match day CPZ would need to be reviewed to reflect this.

- 5.19 In relation to supporting communications for match day /events parking, the panel noted that:
- In most other authorities which hosted stadiums, future match day/ events were listed on authority website;
 - In one authority, an email alert system was in operation to notify local residents (upon sign up) of up-coming events and related road traffic issues.

6. Unregulated off-street (pop –up) parking

6.1 Panel members were concerned by the prevalence of unregulated off street parking (pop-up parking) occurring around the stadium on match days. Panel members sought to ascertain the nature and extent of pop-up parking, its impact on the local area and to agree an approach to managing this.

6.2 The panel noted that whilst unregulated off street parking (pop-up parking) at sites surrounding the stadium may not be illegal, parking provision at such sites which is not ancillary to the agreed planning use, may contravene planning regulations.

6.3 To support the panel assessment, a site visit was undertaken at Tottenham Hotspur and the surrounding area to identify the nature and extent of unregulated off-street parking (pop up car parks) that occurred on match days. Panel members were assisted by local ward Councillors who were able to provide more detailed local information and guidance as to the location of individual sites.

Coverage

6.4 The extent of pop-up parking was difficult to accurately map as it was not possible to systematically assess all roads in the vicinity of the stadium during this one visit. However, given the prevalence of pop-up parking on those roads that were visited and from evidence received from local ward Councillors, the panel concluded that pop-up parking was widespread across the Tottenham area on match day. From this one visit approximately 20-25 individual pop up parking sites were identified, catering for approximately 1,500+ cars in total (conservative estimate).

6.5 Pop-up parking sites were located across a broad geographical area around the Tottenham Hotspur site. The following were the limits of pop-up parking sites as observed from this one visit, but it is very likely that additional sites exist beyond these notional boundaries:

- North – Brantwood Road, N17
- East – Garman Road, N17
- South – Tottenham High Road (Drapers Road/ Somerset Road) N15
- West – Creighton Road, N17.

Nature and scope

6.6 The panel observed many individual examples of unregulated off-street parking or 'pop-up parking' during the site visit and noted that there was considerable variation in the nature and scale of individual pop-up parking sites:

- The capacity at individual sites varied from <10 parking spaces (e.g. forecourts) 150 + parking spaces (e.g. community sports facilities and schools);
- Pop-up parking was offered from a range of different sites including public organisations (e.g. schools, colleges, sports facilities), community centres, commercial settings (SME businesses) and other privately owned sites;
- Whilst many sites were appeared to be ad-hoc and individually run, other sites were of a much larger scale and parking was operated by official private contractors (with parking attendants);

- Specialised pop-up parking was observed for motorcycle parking (e.g. near Coombes Croft Library) and for coaches¹;

Cost

- 6.7 From this visit, the panel observed that the cost of parking at individual pop-up parking sites varied considerably, and was relational to the distance from the stadium and the degree of regulation (security) on site. The variance in price for pop-up parking across individual sites is given below
- Maximum - £18 (observed at a school near the Stadium with security);
 - Minimum - £5 (observed at a nightclub forecourt, nr Tottenham Green).

Impact

- 6.8 The ad-hoc unregulated nature of pop-up parking clearly makes the volume of traffic entering the Tottenham Area difficult to measure, predict or control. However, it was apparent to the panel from this visit, that that there was a significant volume of cars entering to the Tottenham area which were using pop-up parking sites (1,500+ cars) which undoubtedly contributed to broader concerns around:
- Traffic congestion and flow around the stadium;
 - Parking management issues for match day;
 - Pollution and road safety issues associated with large volumes of traffic;
 - Access for local residents.

- 6.9 Further verification that pop-up parking was a concern to local residents was provided to the panel in evidence from Council officers, who confirmed from a local consultation (to support the Tottenham Hotspur Match Day CPZ) that pop-up parking was a concern to local residents.

Other Local Authorities

- 6.10 Other local authorities where sports stadiums were present were consulted in respect of pop-up parking, this included London boroughs and other metropolitan areas. From those authorities directly consulted, it was accepted that pop-up parking occurs around event venues such as football stadiums, but given its opportunistic nature this was difficult to manage.
- 6.11 The density of local development surround the stadium is clearly a determinant of the availability of sites used for pop-up parking. Not all those authorities questioned experienced similar levels of pop-up parking to that recorded in Haringey, as the area surrounding stadium was more developed.
- 6.12 In one authority, the council operated a match day parking scheme at many potential pop-up parking sites in the vicinity of the stadium (including schools, colleges, and private businesses). Payment is made through a mobile phone or vouchers purchased from the Council. Although this generated additional income, no further details were available on the terms of such arrangements.

Department of Transport

- 6.13 The panel noted that the Department of Transport had notified local authorities of the availability of controls within the Road Traffic regulation Act 1984, which would

¹ It was not apparent however, if a charge was being levied for coaches.

enable the operation of a discretionary licensing scheme in which all unregulated off street parking in a defined area would require a license (Appendix B). The panel noted however, that, to the knowledge of DT officials, this licensing scheme had not been used to control parking by a local authority to date.

7. Council operated Car Parks

7.1 The panel were of the view that a holistic assessment of parking issues for the Tottenham area should include Council operated car parks as these are clearly part of the overall parking infrastructure for the area. The panel thus sought to assess the nature and level of parking provision from Council operated sites to identify whether any local developments or improvements could contribute to the resolution of wider parking and traffic management issues in the area (i.e. Tottenham Match Day).

7.2 To assist in the above assessment, a visit to five council operated car parks in the Tottenham area was undertaken by the panel. The purpose of the visit was to assess:

- Parking infrastructure (e.g. signage, space marking, Pay & Display machines);
- Safety issues (e.g. adequate lighting, CCTV);
- General observations on use (e.g. occupancy and turnover).

7.3 The panel noted that in total there were 349 parking spaces available at Council operated car parks in the Tottenham area (Figure 1). A summary of observed issues at each of the car parks visited is described below in Figure 1.

Figure 1

Car Park Site	Assessment Detail
Garman Road N17 40 spaces	The panel noted that: <ul style="list-style-type: none"> ▪ At the time of the visit, the car park was full, but during the week, it was estimated to be at 30% occupancy.
Stoneleigh Road N17 A - 50 spaces B - 33 spaces C - 35 spaces	The panel noted that: <ul style="list-style-type: none"> ▪ There was about 30-40% occupancy of A and B; ▪ That signage to this series of car parks could be improved from high road (indicating number of spaces available); ▪ There needed to be clearer entry and exit signs up for the car park; ▪ A car park user (out of town) who came across the car park by chance (felt it was not adequately signed); ▪ Car Park C was empty as this was in the process of becoming a pay and display; ▪ There was rubbish (overflowing skip) in the car park C.
Somerset Road, N17 45 spaces	The panel noted that: <ul style="list-style-type: none"> ▪ This car park was mostly full (95%) during the visit but there did not appear to be a high turnover of vehicles;

	<ul style="list-style-type: none"> ▪ Part of the car park is leased to a local bus company. Panel members indicated that this part of the car park was not well maintained (rubbish and litter).
<p>Westerfield Road, N15 71 spaces</p>	<p>The panel noted that:</p> <ul style="list-style-type: none"> ▪ This was a very busy car park serving West Green Road; ▪ That there was about 70-80% occupancy, with a high turnover (indicating that this was providing an effective service); ▪ There was CCTV in the car park; ▪ There was an abundance of signage which could possibly be rationalised.
<p>Brunswick Road, N15 65 spaces</p>	<p>The panel noted that:</p> <ul style="list-style-type: none"> ▪ Approximately half of this car park is set aside for local residents, businesses and t users of APEX House (this part was empty at the time of the visit). The remainder of the car park was in 10-20% occupancy. ▪ Height and width access was severely restricted (the barrier may also be difficult to negotiate). ▪ There was a number of 'dead spaces' (e.g. as a result of bollards) which could be released for additional parking spaces.

- 7.4 The panel made a number of conclusions based on the visit to Council operated car parks in the Tottenham area:
- Only one car park was full on Match day (Garman Road, N17);
 - Access and usage could be improved through better signage for car parks (location and space availability) on main arterial routes in to the boroughs;
 - A number of minor structural and environmental improvements could be made to update and improve car parks and increase capacity.

7.5 A key assessment made by the panel from the site visit was that if signposting to council car park sites could be improved at key entry points in to the borough, this could help to direct match day traffic to local car parks with a view to improving take up, turnover and income on match days.

8. Philip Lane Walkabout (holistic solution to local traffic management issues)

8.1 The panel identified that there were a number of local traffic pinch points in the Tottenham area which would benefit from an holistic assessment process. Through a planned walkabout at a local traffic pinch-point (Philip Lane) with Traffic Management officers, it was hoped that the panel would identify local problems could be resolved and help to relieve traffic pressure at this pinch point. Furthermore, the panel were keen to assess if this approach would be viable model to resolving other localised traffic pinch-points across the borough.

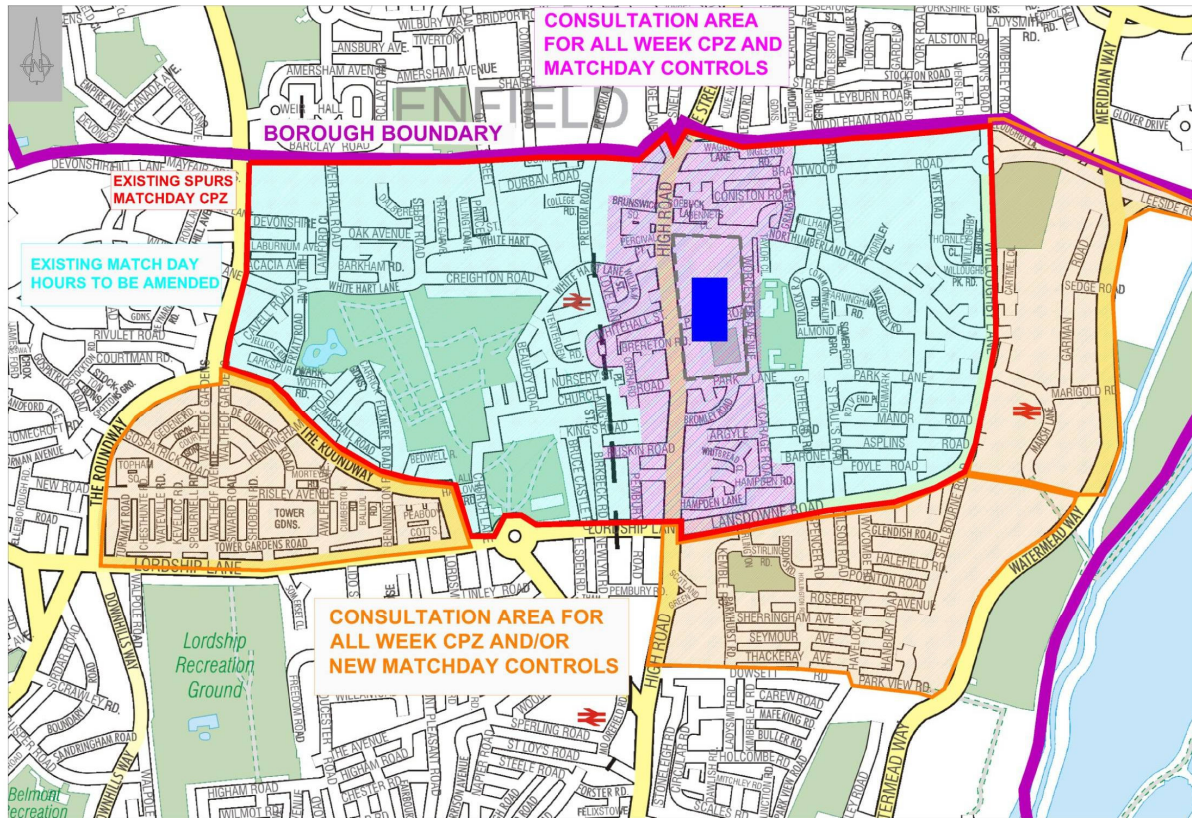
- 8.2 Members of the panel, together with 5 other councillors from Tottenham Green, West Green and Bruce Grove Wards conducted a 'walkabout' on Philip Lane with local Traffic Management officers in December 2012. From this visit, a detailed assessment of parking and road traffic infrastructure was undertaken with a view to improve parking and traffic managing in the area.
- 8.3 The panel noted that 33 issues were indentified for rectification or adjustment from this walkabout. Those issues identified included:
- Unnecessary double yellow lines which may prohibit business use;
 - Removal of conflicting/ unnecessary signage;
 - Faded yellow lines (double or single);
 - Bus stop 'box' too large, faded;
 - Loading bays no longer needed;
 - Controlled parking space on a bend in the road (safety issue).
- 8.4 The panel received a report which provided itemised costs to undertake works identified in the Philip Lane walkabout (Appendix C). The panel noted that £46,650 would be needed to complete all indentified work. Importantly, the panel noted that the cost to complete all of the identified works could be substantially reduced (by £25,000) if work was completed as one scheme or programme as this would reduce consultation and legal costs ascribed to individual improvements.
- 8.5 The panel noted that the cost of these works needed to be weighted and prioritised against the budget available and other essential works identified elsewhere. The panel also noted that there is currently a budget of £60k for parking infrastructure maintenance and £550k for reactive maintenance.
- 8.6 The panel suggested that other funding avenues could also be pursued to further reduce the total costs for this work. It was noted that some of the rectification of works identified within the walkabout could be of interest to Transport for London (TfL) as these may help reduce bus delays in the area. In this context, the panel agreed that TfL should be approached to ascertain if they would be willing to contribute to any of the scheme proposals.
- 8.7 As a result of a recent reorganisation, the panel noted that parking services had been merged with sustainable travel into a singular Traffic Management service. It was suggested to the panel that this merger would encourage more area based working and would facilitate more joined up solutions to local traffic issues (as exemplified in the Philip Lane Walkabout scheme).
- 8.8 To conclude, the panel noted that walkabout approach, using a holistic assessment and schemed solution, offered a cost efficient approach to resolving parking and traffic management works within a defined area (pinch-points). The panel were of the view that (resources allowing) this approach could be replicated elsewhere at other prioritised traffic pinch-points across the borough.

9. Panel Recommendations

- 9.1 On the evidence received, the panel have formed the following recommendations:

- 1) That the Council should explore options for the establishment of Special Event Day (SED) parking on commercial streets (where no CPZ presently exists) on event days at Tottenham Hotspur. Options should incorporate the establishment of a flat rate fee, phone payment method and new signage;
- 2) That the Council should create a two part focus for existing match day controls so as to:
 - i) Reverse the emphasis on certain streets with no residential housing to allow event day parking
 - ii) Residential sections continuing as resident only parking.
- 3) That the Council should ring fence income from the above scheme to resource the following developments:
 - i) Environmental and other remedial works in council operated car parks in Tottenham;
 - ii) Erect pay and display signage for pay and display car parks at main arterial route entry points to Tottenham;
 - iii) Creation of a Traffic Scheme Review Fund (TRSF) to finance local traffic works including CPZ reviews, main road remedial works and other scheme reviews (e.g. one way systems).
- 4) That the Council seed fund developments outlined in recommendations 1-3 for the introductory phase from existing parking income with a view to this being self financing as a soon as the Special Event Day Parking is up and running.
- 5) Investigation of reasonable regulation of 'pop-up parking' schemes based on the policy and practice of other boroughs with large stadia and the development of criteria for regulation and enforcement.
- 6) That the Council agree the schedule of works identified from the Philip Lane Walkabout (as detailed in Appendix C) and consider that this approach is applied on other arterial roads to resolve local parking and traffic management issues and to improve traffic flow. This should be resourced through existing funds with a view that future works on similar arterial routes would be funded as part of the Traffic Scheme Review Fund (as in 4 above) drawn from Special Event Day parking income.

Appendix A – Consultation area for all week and match day parking controls.



Appendix B – Department of Transport Circular

Department for
Transport

Zone 2/06 Great Minster House
76 Marsham Street
LONDON SW1P 4DR

✉ alan.irving@dft.gsi.gov.uk

Ref: 110614/dearparkingmanager.doc

14 June 2011

Dear Parking Manager,

Control of Off-Street Parking

You may be aware that last year a Private Member's Bill concerning off-street parking was introduced into Parliament by the Hon Member for Crawley, Henry Smith MP. The Bill, if enacted, would place a duty on local authorities to licence all publicly available off-street car parking places where a fee was charged.

The Bill is currently being considered by Parliament. In the meantime I would like to take this opportunity to remind parking managers of the current discretionary licensing powers that exist in relation to off-street car parking places.

Sections 43 and 44 of the Road Traffic Regulation Act 1984 and the associated Control of Off-Street Parking Orders 1978 and 1986 provide local authorities with discretionary powers to control off-street parking through a licensing scheme. Copies of these instruments may be viewed at:

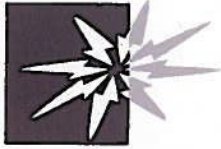
<http://www.legislation.gov.uk/ukpga/1984/27/contents>

<http://www.legislation.gov.uk/uksi/1978/1535/contents/made>

<http://www.legislation.gov.uk/uksi/1986/225/contents/made>

Where you take the view it is necessary and appropriate you may wish to consider the use of these powers to licence off-street parking places. The powers allow, following appropriate consultation with stakeholders, for local authorities to establish controlled areas within which no person other than the local authority may operate a public off-street parking place of a prescribed description except under and in accordance with the terms and conditions of a licence granted to that person by the local authority.

Alan Irving
Traffic Management Division
Department for Transport



Haringey Council

Briefing for:	Environment & Housing Scrutiny Panel, 21 March 2013
Title:	Philip Lane Walkabout
Purpose of briefing:	To provide information on the range of issues identified during the Philip Lane Walkabout and implications arising.
Lead Officer(s):	Ann Cunningham, Head of Traffic Management

1. Introduction

- 1.1. The following report outlines the issues / problems identified during a walkabout in Philip Lane, which was attended by officers from the Traffic Management, Neighbourhood Services and Ward Councillors. Those issues ranged from general maintenance of the existing infrastructure, to design and enforcement issues.
- 1.2. Philip Lane is a classified road, serving as a route for a number of buses travelling between Tottenham High Rd / Seven Sisters to St Ann's Rd and West Green Road towards Wood Green High Road. It experiences high level of traffic at particular times of day. Traffic levels have increased since the implementation of the traffic scheme implemented in May 2006 in the Bruce Grove area. This will at times result in high levels of congestion. Appendix A - sets of the issues identified and potential solutions.
- 1.3. A number of the maintenance issues highlighted will be addressed as part of our maintenance schedule. Officers have also committed to trialling additional footway enforcement, especially at locations where vehicles are crossing the pavements to access parking on private property.

2. Financial Implications

- 2.1. The total costs of the solutions identified are £46 651.00 if addressed as individual projects. These costs could be reduced by £25k if programmed as a complete scheme. This reduction relates to the consultation and legal order aspects of the work. The breakdown of those costs is available in Appendix B.
- 2.2. The cost of those works needs to be weighted up against the budget available and prioritised against other essential works that may need to be carried out elsewhere in the borough. This budget is set for 2013/2014 and is £60K for Parking infrastructure maintenance and £550k for reactive maintenance (which is proportionate use from the planned carriageway and footway maintenance additional investment).

Appendix A – Identified issues and recommended solutions

Appendix B – Estimated cost

Appendix C – Time frames

Appendix A

Location 1:

- Philip Lane Outside school entrance, existing single yellow lines operate Mon- Sat. 8:30 am – 6 pm.
- Obstructive parking identified



Possible Solutions: introduction of loading restriction Mon- Sat, 8:30 am – 6 pm to mitigate waiting in this location.

Location 2:

- New raised table at same level of footway encourages drivers to park on footpath.
- This design could causes problems during wet periods as storm water could run onto the footpath.



Possible Solutions:

- Implement parking bay to prevent footway parking.

- Subsequence investigations indicated that flooding is not an issue at this location, there may be issues of surface water during extreme inclement weather, but this is not at a level which requires intervention.

Location 3: Opposite 243 Philip Lane.

Double yellow lines required on the northern side of the carriageway adjacent to the refuse.



Possible Solutions:

- Extend double yellow lines from the junction of Keston Road to a point 5 metres east of the refuse.
- Add at any time loading restriction (double kerb marking) to the existing restriction on the southern side of Philip Lane and to the proposed double yellow lines on the northern side.
- Add at any time restriction to existing double yellow lines on the junction of Keston Road and Bourn Avenue.
- Hatching and centre line needs remarking.

Location 4: Philip lane from its junction of Mansfield Avenue eastwards toward the junction of Downhills Park Road.



Possible Solutions:

- Waiting and loading restriction required alternative side to facilitate the free flow of traffic.
- Centre line needs remarking.

Location 5: Approach to junction of Downhills Park Road



Possible Solutions:

- General maintenance of all restriction at this location.
- Waiting and Loading Restriction on the junction of Downhills Park Road need to prevent loading at any time.
- Loading restriction on the northern side need remarking/maintenance
- All signage needs to be checked and reinstalled where necessary.

Location 6: Crossing facility on Downhills Park Road



Possible Solutions: remarking.

Location 7: Bus stop outside 270 Philip Lane



Possible Solutions: Bus stop badly faded, needs remarking.

Location 8: outside and opposite 264 Philip Lane

- Pay and Display parking operate Mon-Sat, 8 am – 6:30 pm north and south side of Philip lane.
- Concerns were raised with the footway parking on the northern side of Philip lane due to construction of footway.
- Observation: P&D parking on the southern side could be relocated to Summerhill Road within an existing lay-bye, to assist in the free flow of traffic.
- Concerns raised with existing footway parking.



Lay-bye Summerhill Rd



Possible Solutions:

Options 1

- Waiting and Loading restriction on Philip Lane within the P&D bays could be implemented during peak traffic flow to reduce traffic congestion.

Option 2

- Footway parking relocated to carriageway on northern side.
- P&D on southern side relocated to lay-bye on Summerhill Road, location above.
- All restrictions need to be remarked.

Location 9: Pay & Display parking on Colnmell Road.



Action: remove waste bin from parking bay, this is an ongoing issue. Street Enforcement to take action.

Location 10:

- Bus stop outside The Lord Palmeston Pub / 195 Philip Lane.
- Bus stop excessively long.
- Bus stop cage no removed correctly.
- Justification for the length of this Bus cage. Request from Sustainable Transport



Possible Solutions:

- Bus stop to be removed correctly and TMO to be amended to reflect restrictions on street.
- Single yellow line with loading restrictions to be implemented in place of redundant Bus Stop markings.
- Implement Loading bay.

Location 11: single yellow lines, northern side outside St Philip Church to Launderette on the corner of Philip Lane and Hansworth Road operates Mon-Sat, 8 am - 6:30 pm.



Possible Solutions:

- Apply loading restrictions in line with existing single yellow line restrictions.

Location 12: Double yellow line restrictions on Hansworth Road (one way system)



Possible Solutions:

- Possible reduction in length of double yellow line (+/- 3m) on the east and west side of Hansworth Road to increase parking availability.

Location 13: existing single yellow lines on the north and south side of Philip Lane operate Mon-Sat, 8 am to 6:30 pm no loading restriction. Looking east and west between Hansworth Road and Gloucester Road



Possible Solutions:

- possible Loading restrictions in line with existing single yellow lines

Location 14: Junction of Gloucester Road with Philip Lane



Possible Solutions: Upgrade single yellow lines to double yellow lines with at any time loading restrictions.

Location 15: Single yellow lines between Gloucester Road and Kitchner Road operate Mon-Sat, 8 am - 6:30 pm.



Possible Solutions:

- possible loading restriction to assist in the flow of traffic

Location 16: Corner of Kitchner Road, Vehicle parked on forecourt, using footway/ dropped pedestrian tactile paving to gain access.



Possible Solutions: Enforcement action required

Location 17: Single yellow lines at junction of Kitchner Road



Possible Solutions: upgrade single yellow lines to double yellow line and apply at any time loading restrictions.

Location 18: outside and opposite 206 Philip Lane, existing single yellow lines operate Mon-Sat, 8 am - 6:30 pm.



Possible Solutions: loading restriction to be applied in line with existing restrictions to assist in the flow of traffic.

Location 19: Lawrence Road CPZ Entry Plate facing wrong way



Action: twist entry plate to face correct direction. Raised and with contractor.

Location 20: Pedestrian Crossing east of Lawrence Road faded.



Possible Solutions: repaint crossing facility

Location 21: Bus stop outside 178 Philip Lane and single yellow line faded.



Possible Solutions:

- Bus Stop needs to be repositioned to the west to assist in traffic flow and eliminate traffic congestion when bus is stationary, current position is at narrowest point. This is subject to approval from TFL and London busses.
- Bus Stop need repainting
- Single yellow line requires time plate and loading restriction, identify times and days.

Location 22. Single yellow lines opposite 178 Philip Lane, existing Waiting & Loading restrictions Mon – Sat, 8 am – 6:30 pm.



Possible Solutions:

- Kerb marking need to be remarked.
- Additional signage required in a western direction every 30 m
- Advance works warning sign to be removed, inform Sustainable Transport

Location 23. Junction of Mount Pleasant Road and entrance to 107 Philip lane existing single yellow lines operate Mon-Sat, 8 am - 6:30 pm.



Possible Solutions: upgrade single yellow lines to double yellow lines with loading restriction

Location 24:

- Mount Pleasant Road zigzag north of crossing point in one way road heading northwards.
- Are 8 zigzag required?
- Could CPZ bays be extended and zigzags reduced?



Possible Solutions:

- Possible extension of Bruce Grove CPZ bays and relocation of CPZ entry Plates southwards.

Location 25:

- Within the Seven Sister CPZ, existing single yellow line on the southern side operates Mon-Sat, 8 am - 6:30 pm.
- Bay marking faded.



Possible Solutions:

- Introduce loading restriction to single yellow line along southern side of Philip Lane.
- Remark bays opposite

Location 26: CPZ parking bay on the southern side from property no 91 – 95 potentially cause dangerous obstruction to traffic when vehicles are utilising bay. Currently should a vehicles parked within this bay it would force a vehicle travelling west around corner into oncoming traffic.



Possible Solutions: Remove Permit bay from southern side and replace with single yellow line/double yellow lines with appropriate loading restrictions.

Location 27: Footway parking bays from property 150 to 132.



Possible Solutions: footway parking bays to be repositioned onto the carriageway should bays opposite be removed

Location 28: Jansons Road junction existing waiting restrictions



Possible Solutions: Loading restriction to be applied

Location 29: Philip Lane name plate



Action: remove name plate form wall, NA team to action

Location 30: Naper Road, Zone Exit Plate both side of road



Action: Remove zone Exit plates, not required

Location 31: Crossing facility junction of Naper Road faded



Possible Solutions: remark crossing facility.

Location 32: Block paving not relay correctly junction of Naper Road



Possible Solutions: relay trench with matching block paving.

Location 33: TFL loading bay operating between 10 am -4 pm Mon – Sun



Possible Solutions: Notify TFL requesting permanent removal.

Appendix B

Estimated cost:

Items not listed

Location 2	Flooding is not identified as a problem at this location. There may be excess surface water during periods of extended inclement weather – no further work costed.
Location 9	Street enforcement to action – action taken by Neighbourhood Services
Location 16	Parking enforcement to action – action taken by parking enforcement
Location 19	Issued to contractor as maintenance work completed

Location	Consultation/TMO Cost	Site works	Description
1	£2,000.00	£14.25	20 m loading blips
		£438.28	2 loading sign and 2 post
2	£2,000.00	£17.75	20 m parking bay
		£38.51	56 m of loading blips on 2 junctions
		£547.85	4 loading sign and 2 post
3		£15.12	15m of double yellow line restriction
		£40.54	60 m of loading blips
4	£2,000.00	£75.60	75m of double yellow line restriction
		£50.68	75 m of loading blips
		£547.85	4 loading sign and 2 post
5		£109.57	2 plate to be installed
		£40.54	60m of loading blips
6		£273.93	Pedestrian crossing remark
7		£164.36	Bus Stop remark
8	£2,000.00	£35.50	20m relocate Pay&Display parking
		£17.75	20m remove Pay&Display parking
		£14.19	20m of single yellow waiting and loading restriction
		£876.56	relocation of Pay&Display machine
		£164.36	relocate Pay&Display signage
		£20.27	30m remark loading blips on 2 junctions
10	£2,000.00	£5.04	10m single yellow line
		£6.79	10m of loading blips
		£34.88	removal of redundant Bus Stop 8 letters
		£855.66	removal of redundant Bus Stop red surfacing 18.75m ²
		£17.75	20 m loading bay
		£164.36	1 post and plate and installation
11	£2,000.00	£28.38	40 m of loading blips
		£109.57	2 plate to be installed
12	£2,000.00	£4.03	reduce double yellow lines by 8m

Location	Consultation/TMO Cost	Site works	Description
13&15	£2,000.00	£216.89 £328.71	320m of loading Blips 6 plate to be installed
14	£2,000.00	£164.36 £28.23 £20.27 £219.14	1 post and plate and installation 28 m of double yellow line 28 m of loading blips 4 plate to be installed
17	£2,000.00	£20.23 £20.27 £219.14	28 m of double yellow line 28 m of loading blips 4 plate to be installed
18	£2,000.00	£17.37 £20.16 £164.36	40m of loading blips 40m single yellow line remarked 3 plate to be installed
20		£273.93	remark pedestrian crossing
21&22	£2,000.00	£547.85 £164.36 £60.81 £41.40 £219.14 £164.36	remark and relocate Bus Stop relocate Bus Flag 90m of loading blips 90 m of single yellow line remark 4 plate to be installed 1 post and plate and installation
23	£2,000.00	£25.20 £16.22 £219.14	25m of double yellow line 25m of loading blips 4 plate to be installed
24	£2,000.00	£7.10 £7.82 £657.42	8m parking bay remove zig zag lines relocation of CPZ entry posts and plates
25&26&27	£2,000.00	£20.16 £28.38 £116.47 £26.63 £36.16 £15.12 £20.27 £54.79 £164.36 £44.62 £53.25	40m of single yellow line 40m of loading blips 130m of parking bay to be remarked 30m of parking bay to be removed remove parking bay plate 30 m of single yellow lines 30m of loading blips 1 plates to be installed 1 post and plate and installation remove 2 redundant post 30m of footway parking to be relocated to carriageway
28	£2,000.00	£20.27 £219.14	30m of loading blips 4 plate to be installed
29		£21.19	remove plate from wall
30		£21.19	remove CPZ exit plate
31		£273.93	remark pedestrian crossing
32		£1,095.70	reinstate trench on both side of junction to match existing surface
Total	£32,000.00	£10,805.43	

Location	Consultation/TMO Cost	Site works	Description
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Total		£10,805.43	
Contingency 10%		1025.63	
Sub Total		£11,831.06	
25% Project Management		£2,820.30	
Grand Total	*£32000.00	£14,651.36	

* reduced to £25k if completed as an individual scheme.

Appendix C**Programme of works**

Site	
Preliminary Design	
Draft traffic Order and Notice of proposal	
Draft Statutory Notification letters	50 day
Inform ward Cllrs of the proposals	
Distribute Statutory Notification letters	
Publication of Notice of Proposals	
Site Notices to be posted on site	10 day
Consultation	21 day
Consider any objections & Draft delegated Report	15 days
Approval	
Any amendment Required	
Draft works Notification letter	20 days
Inform Ward Cllrs	
Distribute Works Notification letter	5 days
Finalise Traffic Order and Notice of making	
Publication of Notice of Making	
Site Notices to be posted on site	
Instructions to Contractor	
Works to commence on site	21 days
Site checks	5 days
Go-live parking enforcement	1 day
Total Project Timeframe	148 days approximately 5 month

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TUESDAY, 12 MARCH 2013**

Councillors Councillors Winskill (Vice-Chair), Adamou, McNamara, Newton and Rice (Chair)

Apologies Yvonne Denny, Mariatta Ezeji and Evan Reid

Also Present: **Councillors:** Strickland and Meehan
Co-optees: Helena Kania
Officers: Andrew Meek (Head of Emergency Planning and Business Continuity), Spencer Alden-Smith (Borough Commander (Haringey) London Fire Brigade), Chief Superintendent Victor Olisa (Police Borough Commander), Bernadette Marjoram (Assistant Director, Major Projects), David Beadle (Managing Director, NLWA), Tom Hemming (Waste Strategy Manager), Melanie Ponomarenko (Scrutiny), Stephen Lawrence-Orumwense (Legal) and Felicity Parker (Clerk)

MINUTE NO.	SUBJECT/DECISION
OSCO189.	<p>WEBCASTING</p> <p>The Chair welcomed everyone to the meeting and advised that the meeting would be webcast.</p>
OSCO190.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Yvonne Denny and Evan Reid.</p>
OSCO191.	<p>URGENT BUSINESS</p> <p>There was no urgent business to discuss.</p>
OSCO192.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interest.</p>
OSCO193.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>None.</p>
OSCO194.	<p>EMERGENCY RESPONSE TO MAJOR INCIDENTS</p> <p>The Chair welcomed Andrew Meek (Head of Emergency Planning and Business Continuity), Spencer Alden-Smith (Borough Commander (Haringey) London Fire Brigade) and Chief Superintendent Victor Olisa (Police Borough Commander).</p> <p>Andrew Meek provided some context to the discussion. The incident in August 2011 was the most serious incident to affect the borough in 20 years. There was pressure to deal with the aftermath of the riots, whilst also being mindful that the 2012 Olympics were fast approaching and the borough needed to be prepared for them. The Council response and partnership working following the</p>

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incident was positive.

Spencer Alden-Smith explained that he was not the Borough Commander for Haringey at the time of the riots, however he commented that the emergency services were taken unawares by the scale and widespread of the disturbances. It was a challenging night, with 98 fire engines used, but the policies and training enabled the Fire Service to react well in these circumstances.

Chief Superintendent Olisa stated that the Met Police had acknowledged that the police service was stretched over the period of time of the disturbances. On 8 August 2011, there was no intelligence to suggest that there would be any disturbances on the night. However, it was fortunate that there were a number of extra Police Officers in Tottenham on 8 August due to a football game at White Hart Lane. The incident was policed professionally and used all available resources to contain the disturbance as best as it could be. On days 2 & 3 of the disturbances the Met was able to draft additional officers from other parts of the country to London.

Councillor Winskill praised the efforts of the Council and uniformed services in their responses to the incident. He referred to page 7 of the report, paragraph 2.2.4 and asked how the response may have differed had the disturbances spread to Wood Green.

Andrew Meek explained that there were contingency plans in place to deal with the loss of the Wood Green hub. There was a back up control centre, and plans in place to recover critical services, although it would be more challenging.

Councillor Winskill referred to the Panorama programme on 14 November which stated that 3000 Police Officers were mobilised on 8 August. Councillor Winskill asked why the decision was not taken to send all of those Officers to Tottenham. He asked Chief Superintendent Olisa for an assurance that he would find out whether this number of Police Officers were available and if so, why they were not deployed to Tottenham.

Chief Superintendent Olisa assured Councillor Winskill that he would find out the number of Police Officers who were available. He added that it would be unlikely that the Police force would have 3000 officers on standby when there was a major incident. There were extra officers in Tottenham on the 8 August due to the football and these were used when the disturbances began.

Councillor McNamara asked what could have been done differently on the night, and what key changes had been made since.

Chief Superintendent Olisa explained that Met Police did not have the numbers of Officers available to control the scale of the disturbances across London. If this was to occur again, there would still be a struggle as there were not the numbers available to deal with it. Police could be mobilised from other forces around the country, but this would then leave depleted forces in other areas.

Spencer Alden-Smith explained that a number of reviews had been carried out by the Fire Service and changes had been made to procedures and public order policies. He added that the strategic response arrangements had worked well

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	<p>on the night. Resources for the London Fire Brigade were pan-London, not just for each Borough, so if an incident of this scale were to happen again, there would be the resources to cope with it although it would still be a struggle.</p> <p>Councillor Rice asked of the plans to reduce the number of Police Officers and operational hours of Police Stations in Haringey. Chief Superintendent Olisa explained that the number of Police Officers overall was not going to drop – there would be an increase in the number of Police Constables, but a decrease in the number of Officers at management level. The Police Stations which would be closed were those that were not used and those that could not be cost effectively maintained.</p> <p>Councillor Adamou asked how the recommendations from the reports presented to OSC were being monitored and was informed that at a Council level there was a Risk & Emergency Planning group chaired by the Director of Resources, and at a partnership level there was the Haringey Resilience Forum which has representatives from all statutory partners, chaired by the Director Public Health.</p> <p>Members stated that they did not feel that they had been communicated with regularly, especially Councillors Rice and McNamara whose wards were directly affected. Andrew Meek agreed to look at how this could be improved in the future. He explained that the Council was currently in the process of recommissioning the alerting service provider. Andrew added that it was important to remember that the priority for the first few hours was to deal with the incident on the ground and all non-essential communication would be delayed until this had been dealt with.</p> <p>The Chair thanked Andrew Meek, Spencer Alden-Smith and Chief Superintendent Olisa for attending.</p> <p>Actions</p> <p>Andrew Meek to consider how Ward Members are adequately informed of situations within their wards. ACTION: Andrew Meek</p> <p>Chief Superintendent Olisa to respond to queries about the status given to the riots and the implications on the timing and scale of the deployment of reserves to the Wood Green Area. ACTION: Chief Superintendent Olisa</p>
<p>OSCO195.</p>	<p>TOTTENHAM REGENERATION UPDATE / CABINET MEMBER QUESTIONS</p> <p>The Chair welcomed Councillor Strickland (Cabinet Member for Economic Development and Social Inclusion) and Bernadette Marjoram (Assistant Director, Major Projects).</p> <p>Councillor Strickland updated the Committee on various aspects of his portfolio.</p> <p>NOTED</p> <p><u>Planning Service</u></p>

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- A programme of improvement had begun with the Director of Place and Sustainability to secure the changes that members want to see.
- Following the implementation of the plan and staff changes, performance on major applications improved significantly. Performance so far was up 56% for applications going through in 13 weeks against the Government target of 60%.
- There was a new process for dealing with major applications – special team of officers.
- Design seminars for planning staff were taking place – Members expect the quality of design to go up in borough.
- Councillor Strickland was chairing a cross-party group who were going through current policies.
- There would be a Scrutiny project to look at planning services and how they engage with communities and members.

Culture

- Councillor Strickland was keen to develop a proper plan for borough and was about to start a cross-party group supported by specialist advisor to look at this.

Regeneration across the Borough

- The CrossRail 2 development was a significant opportunity for regeneration. A number of different routes had been discussed.
- Councillor Strickland was working with a consortium to lobby for the Route 'B'.
- It was important that there was a clear and coherent regeneration policy for the whole borough.

Tottenham Regeneration

- Bernadette Marjoram had been appointed to the Council in January 2013. Her work involved updating the Tottenham Plan to integrate the socio-economic aspects. It was important to remember that while the long term plans were being worked through, there would still be local residents living in the area who would be affected by the regeneration.
- Planning permission had been granted for Wards Corner.
- Tottenham Hale - £20m of TFL money had been provided for Tottenham Hale station.
- Good progress had been made in Tottenham so far – Tottenham gyratory work had started, Wards Corner planning permission had been granted, a full time Tottenham High Road manager had been employed and £50k had been allocated for West Green Road.
- The Delivery Plan was in the process of being radically reviewed in order to bring the socio-economic elements into the programme. The new version would be presented to OSC when it has been drafted to open the debate with OSC members.
- A new Comms officer had been appointed to the Regeneration team and a

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strategic communications plan was being worked on.

- A programme for each area was being worked on within the overall plan – this aimed to give greater accountability to what was happening with services within an area e.g. enforcement and waste management.
- Regular meetings take place with partners including the police and HAVCO.

Councillor Newton referred to the plans for 40-50 Council properties in Woodside Avenue, Muswell Hill – an area with an acute shortage of school places – and asked whether the number of school places (or lack thereof) was taken into consideration when looking at potential sites for development.

Councillor Strickland agreed to look into the issue in more detail and report back to Councillor Newton.

ACTION: Councillor Strickland

Councillor Winskill referred to the Full Council debate 18 months ago on the plans for Tottenham Regeneration, and asked what stage the Tottenham Plan was at, who had ownership and what were the landmarks. He also referred to the Lipton report and asked what Councillor Strickland's response was to the recommendations set out in it.

Councillor Strickland explained that after the riots, Ann Lippitt had been appointed as project director for the regeneration along with a small team. The Tottenham Task Force also looked at issues and this led to the development of the Plan. Bernadette Marjoram had since picked up the work started by Ann Lippitt and the team had increased. Bernadette was looking at the plan in a broader sense to build a wider regeneration strategy and delivery plan. Bernadette explained that she was speaking to partners to involve them in the plan, but this involvement required implementing proper arrangements. The Chief Executive was committed to ensuring that the organisation was focussed and wants all services to work together to see what can be done to develop Tottenham.

There was currently no mechanism for complete transparency with regards to what work was being carried out and by whom. This was part of the programme of work carried out by Bernadette to ensure that this information would be available. This would take time to put together due to the organisational challenge.

With regards to the Lipton report, Councillor Strickland explained that the response from the Council was that they would be working with the GLA to look at the challenges. A joint strategic forum had been set up and was chaired by the Leader of the Council and the deputy Mayor. The forum would be tasked with looking at the bigger recommendations in the Lipton report in terms of other governance models.

The OSC raised concerns about a new structure being put in place and requested a short briefing be sent to Members on the new and forthcoming structures relating to Tottenham Regeneration. It was requested that this include the membership and who they were accountable to.

ACTION: Councillor Strickland

Councillor Adamou asked how the Council worked with Housing Associations,

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	<p>especially with regard to those who lost their homes in the riots. Members of the public had reported issues with regarding to being moved about from home to home, not being communicated with and left with a feeling that they had been let down. Councillor Adamou wanted to know how the Council made sure that housing partners were dealing with tenants and housing them in the appropriate way. Councillor Strickland asked for specific details to be sent to him or Bernadette for further investigation.</p> <p>The Chair thanked Councillor Strickland and Bernadette Marjoram for attending.</p>
<p>OSCO196.</p>	<p>NORTH LONDON WASTE AUTHORITY</p> <p>The Chair welcomed Councillor Meehan, David Beadle – Managing Director, NLWA – and Tom Hemming – Waste Strategy Manager.</p> <p>The Chair asked Councillor Meehan to explain some of the background of the NLWA – what is was, who it was responsible to and how it was scrutinised.</p> <p>Councillor Meehan explained that the NLWA was a public authority which had been set up in its' own right following the implementation of The Waste Regulation and Disposal (Authorities) Order 1985. Under this Act, each Local Authority appointed two elected Members to sit on the Board. When sitting on the NLWA Board, members were a representative of the NLWA and not the Local Authority. The Board as a whole makes the decisions. These decisions were made in public (apart from sensitive decisions, i.e. procurement), but there was no scrutiny function.</p> <p>David Beadle added that at the time of setting up the NLWA, 5 other statutory joint waste authorities were also set up. There were links with officers at each borough and a partnership board with technical officers to work through the procurement side of things. Although the decisions were made by the NLWA, a lot of these decisions were presented to Local Authorities, and Members would have the opportunity to discuss and scrutinise these.</p> <p>Councillor McNamara commented that thought needed to go into how OSC could constructively contribute. He made reference to a piece of work undertaken by the Environment & Housing Scrutiny Panel on waste and recycling where panel members had spoken with Bexley – a unitary waste disposal authority where Councillors had a role in scrutinising the waste function. He stated that it was important to speak to other waste authorities to get a sense of how they carried out a scrutiny role.</p> <p>Councillor McNamara also referred to the The Waste Regulation and Disposal (Authorities) Order 1985 and questioned whether this had been superseded by the Local Government Act 2000 which set out the scrutiny arrangements for public organisations. He added that this did not mean that the NLWA did not work, or that they way it worked was wrong but that there needed to be some</p>

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exploration into the scrutiny function of the organisation.

In response to Councillor McNamara, Councillor Meehan stated that it would be simplistic to say that Haringey were not aware of issues or decisions of NLWA. There was a close working relationship between the boroughs and the officers within the NLWA, and decisions were not taken without discussions with the boroughs. With regards to amendments to legislation, there was no decision taken to scrutinise waste authorities.

Stephen Lawrence-Orumwense – Assistant Head of Legal Services – advised that the creation of the NLWA predated the Local Government Act 2000, and the scrutiny function arose from the LGA 2000. If members wished to change the process then representations would have to be made to Parliament or the Secretary of State.

Councillor Rice invited Councillor Solomon to ask questions:

Did Haringey Council go out to tender before it appointed NLWA to dispose of recycling materials? Did it consult with other authorities about this? Is there a record of these consultations?

At the time that the recycling strategy was agreed in 2006, the Council decided to collect their waste in commingled form. After talking with other authorities who collected waste in the same way it was decided that the best route was to use the NLWA to take commingled recycling.

When is the deadline for Local Authorities to sign the Inter Authority Agreement?

The IAA was at a stage where it was more or less in its' final form, subject to agreement of borough tonnages and would be signed off fairly soon.

Who in NLWA is responsible for signing the procurement contract?

A report would be provided to NLWA members and a decision would be made by them.

What is the future liability for Haringey Council arising from a 25 to 35 year procurement contract? discounted to current values? What would be the Base year for the Guaranteed Minimum Tonnage?

The 2010 NLWA Outline Business Case provided a breakdown of the modelled costs used to inform affordability sign-off, including a modelled cost for disposal alone of £562 million over 30 years. This was a nominal figure.

There was no base year as such for GMT, as the forecast tonnage would differ year to year to take allowance of increased recycling rates.

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Please can we have a copy of the contract between NLWA and Barnet Council regarding the sale of the Pinkham Way site. In the case of any confidentiality please state the reasons for this. Was it wise to spend £12m on a site with no planning permission?

Given that the Risk Register acknowledged some planning risk, why did the Authority opt for outright purchase?

A copy of the sale and purchase agreement is publicly available and obtainable from the Land Registry.

With regards to purchasing the site, it was common for contracts to reach a financial close without planning permission and the contractor then pursued planning permission. Another factor was that the NLWA was trying to obtain PFI credits towards the capital costs of the project and one of the requirements was security over sites needed to deliver the proposal. The only option given to NLWA was to purchase the site from Barnet.

What was the relationship to London Waste?

LondonWaste Ltd was set up in the mid 1990s, and is owned by NLWA. The Board of LondonWaste consists of three Executive and four Non-Executive Directors. Arrangements are governed by a shareholder agreement and a governance report provided of each formal meeting.

How is the PWLB loan of £95m to be repaid?

The authority borrowed money to purchase shares in LondonWaste Ltd. The Authority has set aside sums to repay the loans since 2010/11. The Authority has also budgeted for and paid the interest due on these loans.

Councillor Jenks asked for confirmation that Haringey Council's long term liability arising out of a 30 year contract placed by the NLWA would be £563million. Councillor Meehan requested that a written response be provided.

ACTION: Tom Hemming

Response to action

The quoted figure of £563 million is the modelled total cost to Haringey for waste treatment and disposal over a period of 31 years, taken from NLWA's 2010 Outline Business Case (OBC) to Government for PFI credits (available on the NLWA website). This is a nominal figure - not discounted to current values (i.e. it allows for general price level changes over time). Furthermore, the estimated costs is an upper boundary, reflective of the application of 'downside' sensitivities (essentially a 'worse case' scenario). In order to satisfy Defra

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requirements as part of the PFI credit application, Constituent Boroughs were required to acknowledge (but are not bound to) the OBC cost estimates as the potential upper boundary of their share of the NLWA's future waste management costs.

The estimated cost reflects that a PFI route was evaluated as the minimum cost option for council taxpayers at the time of the OBC. Furthermore, the OBC demonstrated that implementing the selected 'Reference Project' option would be over £200 million less over the lifetime of the project than the 'do minimum' option (i.e. essentially relying on landfill). Since the OBC was prepared the Government has announced a further real terms increase in landfill tax, i.e. the per tonne tax on waste which is sent to landfill, so that the comparable savings figure now is nearer £250 million. This is a saving which will effectively be passed on to tax payers.

The competitive procurement process being undertaken by NLWA is designed to achieve costs below the OBC estimates, hence actual future costs to the Boroughs through the NLWA levy are subject to final bids. As revised estimates of future levy changes are received from NLWA, these are included in the Council's medium term financial plan.

It should also be noted that the OBC estimated costs were *not* based on the levying arrangements for apportioning NLWA's costs to Boroughs that it is envisaged will be in place from 2016 under the Inter Authority Agreement (IAA). Under the IAA it is intended that there will be a 'menu pricing' levying mechanism in place, which will replace the existing levying system. The new system will charge Boroughs a cost per tonne - as defined by the NLWA contract - for individual waste streams (residual, recycling, organics etc). This will directly incentivise lower cost recycling over residual treatment/disposal. Hence, the actual future costs to Haringey will depend on the volumes of different types of waste delivered in each year and our ability to maximise the recycling rate.

In terms of 'liabilities' from the perspective of risks of further costs aside from possible variations to the tonnage of waste and recycling delivered by Haringey (which could increase or decrease costs) there are expected to be Guaranteed Minimum Tonnages (GMT) that NLWA will have to meet under its contract from 2016 onwards. The GMT for each waste stream (residual waste, commingled recycling and mixed organic waste) is expected to be 70% of the tonnage forecasts that the Boroughs combined propose to commit to under the IAA, in a given year; meaning that tonnages would have to drop below this level to present any risk to NLWA, and in turn the boroughs, in the form of having to pay for the shortfall as though it had been delivered.

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	<p>Because the GMT is based on the boroughs' combined forecasts, this allows the tonnage from any boroughs which are above their minimum tonnage to compensate for potential under-delivery by another borough. At the same time, as long as the Council does not fall below the 70% threshold for its own individual forecasts it cannot be liable for any GMT costs. Given the allowances Haringey's forecasts make for increased recycling/reduced residual waste, our residual waste levels would have to fall to around half of current levels to present any risks from the GMT that will be in place for residual waste.</p> <hr/> <p>Councillor Rice allowed a member of the public to ask a question:</p> <p>Mr Steven Bryce – Chair of the Pinkham Way Alliance – spoke of the difficulty in forecasting waste, yet the authority had managed to forecast this for the next 30 years and prepared future spend on this forecast. There was also no evidence that value for money comparisons had been carried out.</p> <p>David Beadle explained that forecasting waste was a difficult issue however in order to meet targets set by Europe, treatment capacity needed to be built which required investment. Investment would be a long term arrangement (25 year plus contracts), so forecasting was required.</p> <p>OSC requested that information be sought on how other strategic waste authorities were commissioned, including other joint waste authorities as well as unitary authorities.</p> <p style="text-align: right;">ACTION: Scrutiny Officers</p> <p>Councillor Rice thanked all for attending.</p>
<p>OSCO197.</p>	<p>NORTH CENTRAL LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE</p> <p>The Committee received the report as set out.</p> <p>RESOLVED that the Committee recommend to Council that the proposed arrangements, amended terms of reference and procedures for the JHOSC be agreed and implemented from the start of the new municipal year, subject to further review in a years' time.</p>
<p>OSCO198.</p>	<p>SCRUTINY PANEL REPORT BACK</p> <p><u>Communities Scrutiny Panel</u></p> <p>Councillor Winskill informed the Committee that the issue of tasers was to be discussed at the CSP meeting next week.</p>

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	<p><u>Adults and Health Scrutiny Panel</u></p> <p>A special AHSP meeting had been held – a full briefing would be provided at the next meeting of OSC.</p> <p><u>Environment and Housing Scrutiny Panel</u></p> <p>Councillor McNamara requested an extra meeting of OSC before 29 April in order for the work carried out by the EHSP to be endorsed and the recommendations put to Cabinet. Councillor McNamara was advised that any extra meetings would be at the discretion of the Chair, and in consultation with the Chief Executive. However, these recommendations could be emailed to OSC members and then could be endorsed at the next meeting on 29 April 2013.</p>
OSCO199.	<p>AREA COMMITTEE REPORT BACK</p> <p>There was nothing to report.</p>
OSCO200.	<p>FORWARD PLAN</p> <p>Following the meeting held between Cabinet and Overview & Scrutiny, Councillor McNamara suggested that work could be done now to prepare for the next meeting in May, regardless of any potential changes in membership to OSC.</p>
OSCO201.	<p>OSC WORK PROGRAMME</p> <p>Melanie Ponomarenko and Councillor McNamara had met with Dinesh Kotecha (Head of Corporate Property Services) to scope a piece of work on the Council's property portfolio.</p> <p>Members agreed to adopt the scoping document so that work could commence, but would send any suggestions for the inclusion of other areas if they had any.</p> <p>This item and the Corporate Plan would be added to the agenda for April. ACTION: Scrutiny Officers</p>
OSCO202.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There was no such business.</p>
OSCO203.	<p>MINUTES</p>
OSCO204.	<p>FUTURE MEETINGS</p> <p>NOTED the date of the next meeting – 29 April 2013.</p>
OSCO205.	<p>SCRUTINY COMMITTEE ACTIONS REQUESTED</p> <p>NOTED the responses to actions from the last meeting.</p>

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	<p>Councillor Winksill asked whether a response had been received to the letter sent to the Leader regarding Universal Credit. Melanie Ponomarenko agreed to follow this up.</p> <p style="text-align: right;">ACTION: Melanie Ponomarenko</p> <p>Melanie Ponomarenko reminded Members of the Treasury Management Strategy training session to be held on 20 March 2013.</p>
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COUNCILLOR REG RICE

Chair